

# *Sales Management*

- ★ **Methods Used by 100 Spot Radio Advertisers to Get Results—A New Survey**
- ★ **\$20,000,000 a Year in By-Products: How Ford Retrieves and Markets Them**
- ★ **Distributive Education Program Trains Thousands under George-Deen Act**
- ★ **What Can We Do with Salesmen Who Think They Do Not Need Supervision?**
- ★ **Significant Trends — High Spot City Markets — Advertising Campaigns**

"What so rare as  
a (Pay) Day in June!"



There was a time, not so long ago, when a pay-day in June was a rare occasion for a great many Chicago families — but not any more. For production in the Chicago area this June was booming with the full industrial power of America's colossus of The West.

And as production spirals upward, the 700,000 and more families who supply the bulk of skilled and unskilled workers are not bothered with a rarity of pay-days. In fact the figures for the six months ending this June show that not only is employment up 16.8% but payrolls have increased some 29.9%.

More workers — getting more pay is an infallible formula for increased retail sales. Alert advertisers will be going after their share of this increased business in America's largest market this fall.

The spearhead of the most successful campaign will be newspaper advertising. For newspapers alone reach these many thousands of buying families *every* day. Newspapers have the power to concentrate in the market where the buying is done — and newspapers are less costly and more effective because these working families are used to buying from newspaper advertising.

The TIMES, the evening newspaper with the largest circulation in Chicago and suburbs, offers the national advertiser the best opportunity of reaching these people at the lowest cost.

### CITY & SUBURBAN CIRCULATIONS

of Chicago Evening Papers  
based on A.B.C. Publishers'  
Statements for 6 month  
period ending March 31,  
1941.

THE TIMES	412,168
NEWS	408,285
HER.-AMER.	408,146

## THE TIMES

CHICAGO'S PICTURE NEWSPAPER

NATIONAL REPRESENTATIVES

SAWYER-FERGUSON-WALKER CO.

NEW YORK DETROIT CHICAGO

R.J. BIDWELL  
SAN FRANCISCO

N. ANGER  
ATLANTA



# Newspapers MAKE NEWS in Cleveland

CLEVELAND is a city that is surprisingly lacking in the usual local material for 72-point headlines. Its comparative freedom from assorted crimes, disorders, and accidents is attested by its perennially high National Safety Council ranking—first in its class for 1938 and 1939, runner-up to Washington in 1940.

It is an accepted fact that Cleveland's newspapers have helped in no small way to bring about this wholly pleasant condition. What's more, they don't even miss the sort of front-page material they have helped to reduce. They know that Cleveland citizens prefer safety to sensations, and would rather read good local news than bad.

This being the case, Cleveland editors and reporters also consider it a part of their duty to help *make* good news. That doesn't mean making up pleasant stories, or painting only the bright side of local happenings. It *does* mean rallying behind intelligent ideas that promise benefits on a broad scale to the people of Cleveland. These ideas have given

Cleveland a top-flight Civic Orchestra, the nation's first Community Chest, a sound municipal government, and physical improvements too numerous to mention. Their support by the newspapers has helped to turn them from dreams into realities—*good news* that makes pleasant reading to every good Clevelander.

As a matter of fact, many of these newsworthy ideas have originated with the newspapers themselves. A case in point might be Cleveland's new Lakefront Drive—Main Street Bridge development. It is hardly an exaggeration to say that everything short of the blueprints for this improvement was drawn up in Cleveland newspaper offices. They realized the need—developed the idea—and sold it to Cleveland's voters. The ceremonies that attended its opening were newsworthy in themselves—but the real story is told daily by the smooth flow of traffic that once honked its futile way through the only previous arteries. It's not the kind of story that wins Pulitzer Awards.

But it's the sort of thing that brings newspapers close to their readers.

It seems to us that a newspaper's greatest function is to help its city to know and improve itself. We believe Cleveland *knows more about itself*, in consequence, than any large American city. Cleveland editors have helped their city to make up its mind on many matters. Most of them are local, and might seem pretty trivial in New York or Washington. But they have their part in our Cleveland pattern of life. They have made Cleveland smarter, safer, and healthier than most cities of its size. And they have made it a market that is especially responsive to newspaper influence.

A market like Cleveland's is usually measured in the customary three dimensions—size, wealth, and coverage. We sincerely believe, however, that Cleveland's newspapers have added a *fourth* dimension to their market. Selling a city on bettering itself is only seldom a matter of *votes*—it is more often a matter of *buying goods*. The *responsiveness* that newspapers have created in the Cleveland market makes their pages powerful spokesmen for every kind of good idea—including those of advertisers. The same force that motivates petitions also motivates purchases.

*The broad outlook of The Cleveland Press, on things that are worth-while in its community, is most certainly reflected in its broad coverage of the Cleveland area. A broad outlook earns friendship and respect, from which come Power... power to do good; power to move goods.*

## The Cleveland Press

A SCRIPPS-HOWARD



NEWSPAPER

"CLEVELAND IS A NEWSPAPER MARKET"

AUGUST 1, 1941

[ 5 ]

# Sales Management

VOL. 49, NO. 3

AUGUST 1, 1941

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### Notes from the Managing Editor's Desk

If you're vague about what the George-Deen Act is, and what is happening in the development of distributive education under it, better read the article on page 30. SALES MANAGEMENT is now compiling a mass of additional information from the state supervisors concerning what types of materials they need and want from manufacturers, to use in courses under their sponsorship. This will be ready, probably for a September issue.

\* \* \*

Coming soon: Another fine article by Duane Jones, vice-president, Maxon, Inc.—this one on the sales strategy of the "blitzkrieg product" In other language: The product that is up against the problem of breaking in against well-entrenched, widely advertised competition.

\* \* \*

Although the companies that are firing salesmen now because they're oversold, are really few and far between, a few are doing so—and, in SM's estimation, they are making a tragic error. We suggest, therefore, that other, alert sales managers watch for opportunities to add some trained talent to their own organizations, looking forward to the day when markets will be normal again.

A. R. HAHN



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# Significant Trends

As seen by an editor of SALES MANAGEMENT for the fortnight ending August 1, 1941:

## We See by the Crystal Ball—

NOT EVEN HITLER OR CHURCHILL or Roosevelt or any other heads of state, despite their wide sources of information, can see very far ahead into the future, and every prediction must be hedged with many ifs and buts. However, the *theory of probabilities* continues to operate, and the chances seem better than even that:

1. *National income will continue to soar.* Right now it is at the 1929 level, and pointing steadily upward. For the month of May, Investor's Syndicate figures that Mr. and Mrs. American Public had the highest "real income" in their lives, with cash income \$1.31 against \$1 in May, 1940, and living costs \$1.03 against \$1 a year earlier . . . Families making less than \$2,000 will be *relatively* untouched by the higher taxes.

2. *Retail prices will continue to edge forward.* By the end of the year they will be up at least 10% over last year, and if the 1942 rise is no greater than another 10% it will be considered a battle won by the group which is fighting inflation.

3. *Non-essential industries will suffer curtailment—* but only if their machines or workers or materials are needed for Defense. Foods, drugs, toilet goods, textiles, furniture, sports, entertainment, do-it-at-home projects, are a few of the lines where the effects of Defense activities are more likely to improve sales than hamper them.

4. *Never—not even in the heyday of 1929—were sales prospects in most lines as promising as they are today.* Where the Defense states were riding far ahead a few months ago, now most of the smaller states are feeling the surge as sub-contracts are rushed and raw materials are brought in. A Boeing bomber, for example, uses material from every state in the Union.

5. *The outlook is still excellent—but* as we come into a period where 1940 comparative months were excellent, we should expect continued good business rather than spectacular new upsurges.

6. *Building construction should continue at an 11-year peak.* Currently about 50% of construction totals are traceable to private initiative. Good business in coming months is sure for those districts where Defense building is heavy.

7. *More production—not less—is the keynote and aim of the government's farm program.* With more products and high prices, the farmer's purchasing power is at an all-time high.

8. *While there will be occasional strikes, the totals should be definitely lower.* Most of the big companies are "organized," and more and more will find ways of capitalizing on union recognition. A reasonably well-authenticated story has it that Ford representatives battled with C. I. O. for the right to place a large union label on both the front and rear of new cars, with the C.I.O. holding out successfully for only one label, and that smaller than Ford wanted!

9. *Hobby and sports industries are likely to grow faster than any others not in the Defense category.* As the New

York Sun pointed out in announcing the shift of most of its former Saturday features to the Friday edition, "The five-day week has made a marked change in people's living habits. More and more they are utilizing their Saturdays just as they have utilized Sundays as a day in which to pursue their holiday hobbies. The Sun believes this condition will become more acute as time goes on."

10. *An increase of 4,000,000 industrial workers will be required by early '42, the Labor Department estimates.* They will come from relief rolls, "marginal" salesmen, miscellaneous service jobs. Women must take their places.

11. *More and more companies will put escape clauses in their price contracts.* Ward and Sears issued Fall catalogs with average price increases of 6%, both with clauses similar to this one in Ward's, "In pricing and printing this catalog, Ward's have been required to anticipate such problems as these: Difficulty of securing certain lines of merchandise due to defense needs; possible new taxes on some articles that would raise their prices; contemplated laws affecting time payment purchases, and other situations.

"In spite of this, it will be the company's purpose to fill your orders completely, promptly, and at the prices quoted in the catalog. However, if circumstances prevent this, it may be necessary on some items to refuse or delay your order, substitute materials, or ask for a higher price.

"We know that you will understand this mutual problem. We shall do everything possible to serve you to your satisfaction."

12. *Really smart company executives will not curtail their advertising.* They may give consideration to the recent Heinz survey (see SM, June 1). It is believed that Heinz has spent \$75,000,000 in advertising over some 50 years—and no one can doubt the success of the advertising. Yet, a detailed check among 3,457 typical housewives showed only 1,521 familiar with Heinz varieties. Only 713 were buying four of the most widely advertised varieties. If Heinz stopped advertising, how many would be conscious of the brand four years hence?



The salesman may or may not get an order when he calls at offices or factories of Merck & Co.—but he gets balm for his perspiring feet and arms with a free gift of a regular trade package of toilet powder. This is the wrap-around.

## Read This Letter from a Great Sales Manager to One of His Men

Dear Joe:

Your letter of April 19th came in yesterday's mail. I've waited until today to reply because I wanted time to do some thinking. I want to answer the questions you ask. But more than that, I want you to understand the reasons for the things that are happening in our business today.

You have asked me four important questions:

1. How soon can your customers expect delivery on certain orders they have placed?
2. Why should you call on customers when you haven't any product to sell?
3. What are you going to say to these customers?
4. Why do we continue to advertise when we can't deliver the goods?

First of all, let's take a look at the situation as a whole. Right now this country is facing a great national emergency. As you know, the Government is spending huge sums of money for war materials. This money is making more jobs for more people. And when people have more money, they do more spending. Business as a whole is better now than it has been for years. This is a period of prosperity.



For the first time in the history of our business, we are in a position where we can't manufacture and deliver our products as fast as people buy them. We are oversold. And I'll tell you why we haven't been able to turn out goods as fast as we'd like to. Certain raw materials that go into our products are needed for the manufacture of defense supplies. And the companies that are working on war orders are buying these materials in great quantities. The supply just doesn't meet the demand.

Another thing that has slowed us up is lack of manpower. Labor is hard to get. Men are wanted for defense industries. Many are going into the army. So, from a standpoint of producing the goods, we've had plenty of problems. We're working day and night to solve these problems, but it takes time and patience. Believe me, we're as anxious to deliver as you are to sell. In a few more weeks we hope to be caught up. In the meantime, you must understand and be certain that that your customers understand that we're doing our very best.

Now why should you keep calling on your dealers when you haven't any product to sell? Here's why. Because you have a product to sell.

That product is this company, its name and its reputation.

And right now, when you can't promise delivery, it's the most important product in the world. Why? Because this national emergency is only temporary. Some day—a year, two years, three years from now—normal times will return. People will go on living, thinking, and acting as they did before. Yes, and they'll go on buying, too, and we want them to go on buying our product then as they do now. So your job is bigger now than it has ever been.

You must keep this company and its products everlastingly in the minds of your buyers. That means contacts and more contacts, whether you can promise delivery or not. You have a new sales story to tell. It's the story of this company, what it stands for, and what it is trying to do. Be certain that you get this story across clearly to your dealers. It's your sales insurance for future business.



Now about our advertising. Why advertise when we can't deliver? For the best reason in the world. Because this company is in business to stay. I say again that this national emergency is only temporary. But what's going to happen when it's over? People still will have definite needs for the products we make. Do you want these millions of buyers to forget us and our line? If they do, we'll all be out of jobs.

Advertising is more important right now than ever before. It has a bigger job to do because it must keep people sold on our products, even though they can't buy them. We're not only going to continue our advertising—we're going to do even more. It's another form of business insurance.

You keep your dealers sold. Our advertising keeps our customers sold. Sales and advertising must and will work together for the future prosperity of this company and its employees.

*You will hear about companies whose salesmen have ceased to make their regular calls. These same companies have stopped advertising. Our policy is different. We believe that in the long run we will prosper while they will fail.*

Keep all of these things in mind. Remember, you're selling for the future as well as for right now. And don't pay too much attention to this "depression after the boom" talk. If you do your job as we intend to do ours, there'll be no depression for us.

Sincerely yours,

The foregoing letter was forwarded to SM by a reader who did not identify the author. A footnote at the bottom of the letter reads, "The letter was written by one of the greatest sales managers we have ever known. It was dated April 21, 1918."



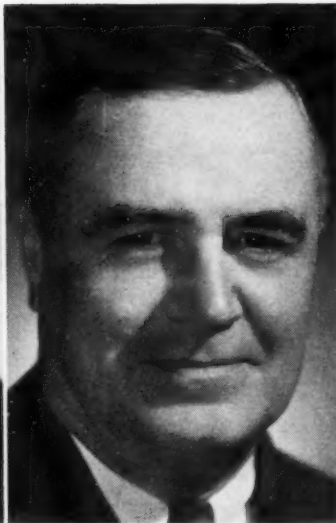
WAMPLER

CLOUD WAMPLER turns from finance to industry on September 1 when he becomes executive vice-president of Carrier Corp. Mr. Wampler, an investment banker for 25 years, leaves the presidency of Stern, Wampler & Co., retaining his financial interest in that firm. He continues as chairman of the Carrier finance committee after several years in that office.

WILBUR SHAW is sales manager of the Firestone Aviation Corp., newly organized subsidiary of Firestone Tire & Rubber Co., to develop, produce and distribute the growing Firestone line of tires, self-sealing fuel tanks and other aviation products. Mr. Shaw has been sales manager of the company's discontinued aeronautics division.



SHAW



BOWLBY

J. M. BOWLBY will become president of Eagle-Picher Lead Co. on September 1, thus shouldering, in the midst of active defense days, the responsibilities laid down by Joseph Hummel, Jr., who will serve as chairman of the board.

ELMER L. ANDERSEN is another sales manager advancing to the top. He has been elected president and secretary of H. B. Fuller Co., St. Paul, Minn., manufacturers of industrial adhesives. Mr. Andersen, after long experience as sales head of the company, succeeds H. B. Fuller who gives up the active presidency to be chairman of the board. Adhesives are finding extensive new uses particularly in the rushing production of defense goods.



ANDERSEN

## NEWS REEL



LAWSON

CHARLES T. LAWSON, engineer by training, is the new general sales manager of Kelvinator, succeeding F. R. Pierce who recently advanced to sales vice-president of both Kelvinator and Nash divisions of Nash-Kelvinator Corp. Mr. Lawson has been sales manager of Kelvinator household appliances since 1939. Before that he was a sales officer for Westinghouse, Day-Fan and Frigidaire.

W. O. DILLINGHAM is now vice-president of The Best Foods, Inc., continuing at the same time to be Eastern division sales manager at New York, an office he has held for the past two years. Mr. Dillingham joined the company in 1925, serving in various sales capacities before becoming Eastern s. m.

*Photograph of Mr. Wampler by Moffett; Mr. Bowlby, by Underwood & Underwood; Mr. Ball, by Blank-Stoller.*



DILLINGHAM



TERRY

WALTER F. TERRY has been elected vice-president of Hiram Walker, Inc., advancing from the assistant general manager-ship. He has been with Walker since the close of 1938 after working several years with McKesson & Robbins. For Walker he has been assistant sales manager in charge of open states in the Midwest and of monopoly states throughout the country. In his new post Detroit will remain his headquarters.

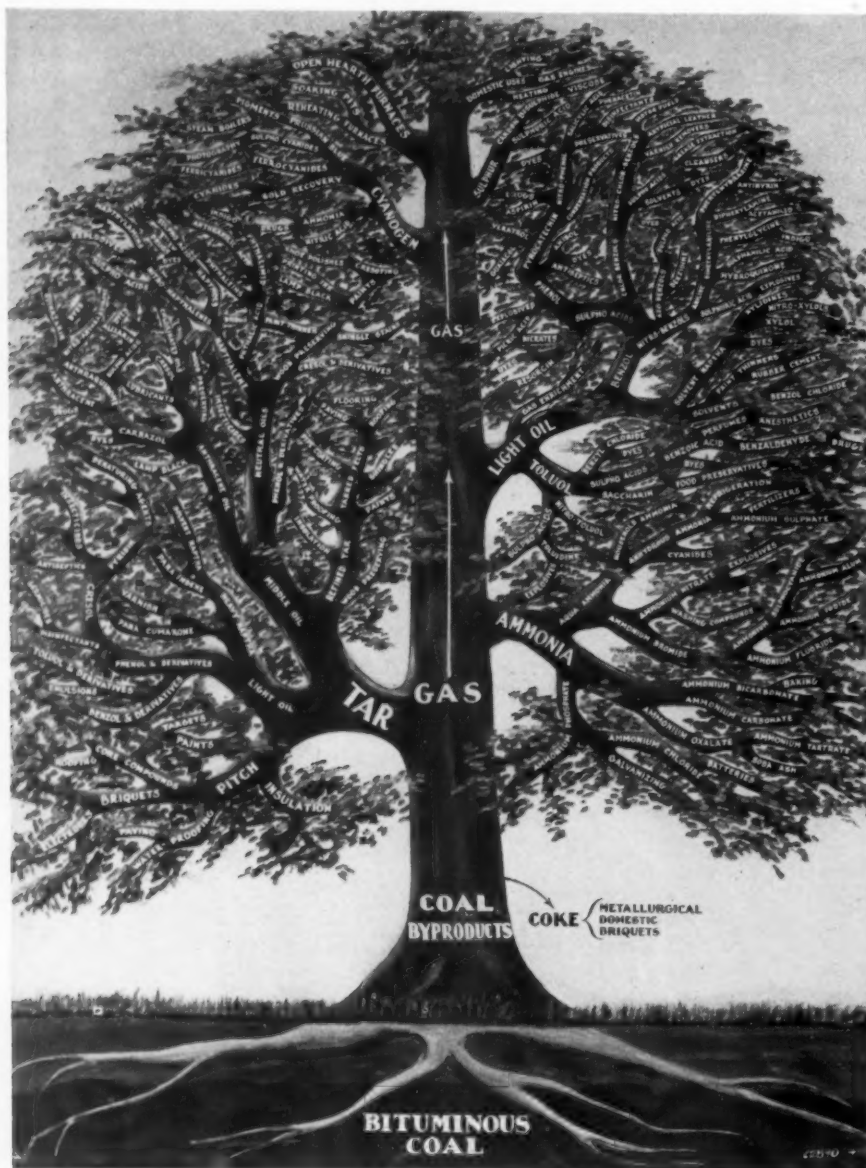
AMOS BALL is now vice-president and general sales manager for Standard Oil Co. (Indiana) succeeding Allan Jackson, who has retired as vice-president in charge of marketing. R. F. McConnell is general manager of sales, with W. H. Tell and J. C. Marshall as assistants.



BALL

# \$20,000,000 a Year in By-Products: How Ford Retrieves and Markets Them

Henry Ford's abhorrence of waste has led that giant corporation into some curious industrial by-paths: Among other things they sell charcoal, chemicals, cement, tar, metal scrap, cattle and poultry feed.



Coke is manufactured mainly as a fuel, but the mighty family tree of its by-products has transformed our world. Shimmering fabrics are among them, and the gases to provide the open hearth furnace with its terrifying heat . . . grimy paving materials and dyes brighter than the rainbow . . . anesthetics to build a wall between man and pain—explosives to blow his body to bits.



**A**CTING on the assumption that there is a use for everything and that nothing should be wasted, has added some \$20,000,000 annually to Ford Motor Co.'s sales and has given the public better automobiles for less money.

But granted that there really is a use for everything, the realistic sales executive will promptly ask, "What about a market for it?"

Well, if there is no adequate existing market for something Ford has to sell, the company just proceeds to create a market for it.

Take charcoal, for example. Some years ago Mr. Ford found hundreds of tons of scrap hardwood per day piling up at his lumber mills in Northern Michigan. The usual method of disposing of such "waste" products was by burning, but Ford doesn't approve of such waste. He knew there was a use for that scrap lumber and he put his engineers to work to find the most satisfactory means of salvaging it.

## It Grew and Grew and Grew

The engineers decided that this scrap could best be converted into charcoal. But they were then confronted by an even more difficult problem: There was at that time a disappearing market for charcoal. Why? Charcoal was bulky and dirty to handle, and there were more convenient fuels for most purposes.

Nothing daunted, they set to work to create a new market for charcoal. And in this they followed the usual Ford procedure. They first developed better methods of producing a better product, then sought a market for it. After studying existing types of charcoal plants they developed a process that had never before been employed commercially. They built and equipped what is still the only plant of its kind. They produced a form of charcoal that would burn about 40% longer, giving off a dry, penetrating heat without smoke or sparks and producing a minimum of ash. Incidentally, they recaptured about 20 chemicals from the vapors, the value of which is approximately as great as is that of the charcoal itself. They produced by-products from a by-product.

It was evident the charcoal industry required a "shot in the arm" to

regain markets, so Ford modernized charcoal by pulverizing and compressing it into the form of small briquets that are cleaner and more convenient to handle, possess less porosity, and burn longer.

Other research revealed a lack of satisfactory equipment for burning charcoal, so Ford engineers proceeded to design such equipment. To date, they have designed more than 20 different types of charcoal burners.

With a modernized product and modernized equipment, they were then prepared to go out and market charcoal. Ford charcoal is now sold to hundreds of carload buyers, including fuel dealers and big industrial users. It is used by most railroads in dining car broilers. It is used by both railroads and truckers to protect perishables in transit during cold weather. The burner developed for this purpose holds the fire for 100 hours without attention and is entirely safe, even in case of train wreck. A messenger service has developed among railroad and truck carriers throughout the United States and Canada which checks the shipments and refuels the burners. And that is why we now have more bananas, and other fruits, in Winter.

### More Than 100 Uses

Ford charcoal briquets are also used by foundries for skin drying molds and pre-heating castings for welding; by metal refiners to prevent oxidation on the surface of molten metal pots; by tinsmiths and other metal workers; by tobacco growers in curing tobacco; by meat packing plants in smoke houses; for lighting coke fires and for hearth fires in homes; for broiling meats in restaurants and hotels; and by picnickers galore. In fact, Ford charcoal now has more than 100 recognized uses.

In 1924, the first year Ford charcoal briquets were marketed, sales were numbered in dozens of carloads; in 1940, carload sales were counted in four figures.

But that isn't all. While the wood is being carbonized to form charcoal, a gas is given off which is condensed to a liquid; and from this liquid is derived a long list of chemicals, including hardwood pitch, wood creosote oil, allyl alcohol, ethyl acetate, methyl alcohol, methyl acetone, and methyl acetate, all of which are valuable.

Somewhat similar is the story of Ford Portland cement. When Ford erected his own blast furnaces several years ago, there was absolutely no market for blast furnace slag. He was not permitted to throw it in the city dump, so it just piled up. That is, it

piled up until Ford decided to find a use for it. This he did by developing new methods and erecting a cement plant right in the midst of millions of dollars worth of fine machinery at the Rouge plant. Now, anyone who has ever seen a cement plant would be horrified by this, for he would immediately visualize cement dust blanketing and ruining all that expensive machinery. But there isn't any dust at the Ford cement plant. As the molten slag comes off the furnace it is met by a stream of cold water which granulates it into a "popcorn" consistency in which condition it is carried direct to the cement plant by pipeline. It is then mixed with other ingredients and ground by a wet process that eliminates dust. This plant now produces upward of 700,000 barrels of cement annually, most of which is marketed in Michigan.

In addition Ford now sells blast furnace slag for road grading, railroad ballast, for use in concrete aggregate, and even to rock wool manufacturers for making insulation materials.

To provide fuel for the blast furnaces Ford built coke ovens. These

have been increased and improved from time to time and today consist of three blocks of ovens totaling 183. These are charged, on the average, with about 4,000 tons of pulverized coal per day. This yields the following products:

3,000 tons of coke  
42,000 gallons of tar  
84,000 pounds of ammonium sulphate  
12,600 gallons of light oil  
50,000,000 cubic feet of gas.

Some of the tar is burned in the Ford open hearth furnaces; the remainder is sold to refiners of coal tar products who get all manner of products from it.

The ammonium sulphate, which contains over 20% nitrogen, is marketed throughout the country as fertilizer. Most Ford dealers sell it.

Light oil is refined, mixed in proper proportions with gasoline, and sold as Ford Benzol to gasoline stations in Metropolitan Detroit.

About half of the coke is used in the blast furnaces; the remainder is marketed throughout the Great Lakes region through regular fuel dealers.



Ford ovens produce twice as much coke as the company's blast furnaces consume. Thousands of Great Lakes households burn the other half, sold to them by their neighborhood fuel dealers.



Mr. Ford decided the burning of hardwood scraps was wasteful . . . thus launched the company on a charcoal manufacturing and marketing program of which one tiny promotional angle is this card on your favorite restaurant table.

The gas is used in the open hearth furnaces, glass plant, and heat treating departments.

Most of the automobile manufacturers and other metal working industries maintain metal salvage departments. The different chips, shavings, and other scrap are sorted, shipped and sold. Ford used to do that, too. At one time he had the finest salvage building and one of the largest salvage departments in the country. Salvage sales amounted to as high as \$6,000,000 a year. The department heads and others were very proud of this salvage department. But Mr. Ford was not. There was too much waste and not enough economy in production to suit him. So the emphasis was placed on utility, rather than quantity, and instead of an asset, a large volume of salvage became a liability to those responsible. Now

Ford buys scrap instead of selling it.

This is owing largely to the fact that he has to have scrap for making his own steel, of course, but there are other reasons.

Take files, for example. In most plants, when a file has lost its cutting edge it goes into the scrap heap; at Ford's, a method of re-sharpening files has been developed and files are reclaimed in this way as many as 16 times before the inspector finally decides they have lost their usefulness to Ford. But they are not scrapped, even then. Instead, they are turned over to the By-Products Sales Department which has an outlet for them which again reconditions them, repackages them, and markets them through variety stores! Ford reconditions 40,000 to 50,000 files a month and ships two or three tons a month.

This is just one example of many salvaging operations in what is called the Back Stock Department, where many articles are repaired and reconditioned for further use in the Ford factories. Incidentally, this department is manned largely by "salvaged men"—men who are physically incapacitated in various ways.

### 10 Years, 10,000,000 Acres

Another of the Ford by-products activities that has attracted wide interest is his experiments with soy beans. In his desire to utilize an ever-increasing amount of farm products and to contribute in every way possible to the prosperity of the farmers, Mr. Ford has found the soy bean adaptable in many ways. He began about ten years ago by importing seed from China, planting some 500 acres of his own farmlands, and furnishing seed to independent farmers, contracting to buy their entire production. By 1939 there were 10,000,000 acres of soy beans grown in this country. Mr. Ford continues to raise many of his own beans and to buy all the farmers offer.

Meanwhile he has built four soy bean plants, including an experimental one, and has found many industrial uses for the processed beans. The oil is used chiefly in making an enamel which is used on Ford cars and is said to retain its lustre much longer than others; the flakes, which contain about 44% proteins, are treated and sold as cattle and poultry feed and as fertilizer. They are also used as one of the components of plastics. The wool from the beans is being used in upholstery cloth and Ford cars will soon be offered with such upholstery. Research is continuing along 17 other lines.

All told, Ford markets over 30 by-



**FORD "New Process"**

*44% Protein*

**Soy Bean Oil Meal.**  
(STANDARD GRIND)

WHITE OR TOASTED  
IN BAGS OR BULK

1. Maximum Protein Content.
2. Nutritive Value fully developed.
3. Guaranteed Analysis.
4. Economical.
5. Efficient for mixing.

Ten years ago Ford began experimenting with industrial applications of soy beans. Purpose: To build farmer good will by giving him a new cash crop to be bought by Ford. By 1939 the company was buying the production of ten million acres and Ford was selling back to the farmer, as feed, the by-products of the beans he was selling to Ford.

Johannson gage blocks, as improved by Ford engineers to measure within one millionth of an inch, are now standard in this country (for which Ford has the manufacturing rights) and in most of Europe. The promotion piece reproduced would make fascinating reading though you couldn't tell a yard from a yazzo.



How Long is a **ROD?**

NEAREST REVIEW OF THE MEASUREMENT OF LENGTH  
FORD MOTOR COMPANY

products valued at about \$20,000,000 a year. As W. J. Cameron said in one of his radio talks: "The Ford Motor Co. conserves wealth by avoiding waste and converting waste products into useful things. What the company saves its customers share. By stopping waste it increases values and reduces prices."

Or as one department head expressed it: "The pennies saved by the by-products and salvage departments benefit everybody connected in any way with the Ford car. The customer gets a benefit in the lower price he pays for a better car. The worker benefits in higher wages. The plant itself benefits by being kept efficient."

"Stated another way, it would cost about \$20,000,000 more a year to operate the plant if this material were wasted. And \$20,000,000, which ordinarily would go into wastebins or up the chimney in smoke, makes a lot of difference when translated into quality and wages, and into scientific research for still greater progress."

### How By-Products Are Sold

But the readers of SM want to know something of how these by-products are marketed. The method of engineering products and accessories to make a market has been outlined above.

Coming specifically to advertising and selling, there is a By-Products Sales Department with a staff of men at Dearborn. In addition, there are field men, who are assisted by 34 Ford branches who are designated to keep in touch with the by-products market, and by zone men as needed, who analyze markets and keep in touch with the trade. Then, too, dealers who handle Ford by-products cooperate in numerous ways. Just at present, for example, some of them are working with agricultural agents in the tobacco territories in popularizing the use of charcoal for curing tobacco.

Most of the by-products are advertised in trade journals and some in newspapers, over the radio, and on posters. Charcoal is advertised in 14 trade journals; soy beans in three; cement in four; Johannson gage blocks in eight or nine. Coke is advertised in newspapers, by radio, and by outdoor posters in the territory served. A diversity of literature is supplied.

Johannson gages, incidentally, are far from being a by-product, but they are sold through this department because it "sells everything except the automobile." The company is far behind orders, and customers are begging for deliveries of these precision instruments, but it continues to advertise regularly as a matter of policy.

SALES MANAGEMENT

# Advertising Campaigns

[Old and New Products as Promoted in Newspapers, Magazines, Radio, Outdoor Posters, Display Pieces]

## Money Talks

Many people do not understand banking and the way banks operate. The American Institute of Banking's San Francisco chapter has set out to change this condition by means of 15-minute radio round-tables with the general subject heading of "You and Your Bank." The programs are given every Friday evening at 8:30 over station KPO, and will continue for at least three months.

The programs, material for which is assembled by a committee of the Institute, include discussions on the "History of Banking in America"; "Money"; "What Is Done With Your Money"; "Your Money at Work—for the Man in the Street"; "Banking & National Defense"; etc.

Programs are highly dramatized. For example, the broadcast on "Money," by means of appropriate historical fade-ins, traced the evolution of exchange from processes of barter to use of metals, to gold, to issuing of gold receipts, growth of the system of interest, and final emergence of government control over money and the appearance of banking.

## No More Bluebeards

Three million beards and more to come! This is the underlying theme of the new and most aggressive campaign ever launched by Schick Dry Shaver, Inc. In 90 days in four weekly magazines as well as dealer co-operative newspaper advertising, the campaign will pile up more than 79,000,000 advertising impressions.

Beginning September 10, with a double spread in the *Saturday Evening Post*, the campaign will include 27 advertisements in *Collier's*, *Life*, *Look* and *SEP*, with seven of them in color.

The new hollow-ground shearing head and the 3,000,000 Schick Shavers sold to date will be featured. The public will also be informed for the first time about the new Whiskwik motor.

A large promotion plan is also included in the program. Two special deals for the retailers, prize contests for wholesalers' salesmen, and a complete line of sales aids including window and counter cards, consumer folders, mats, etc., will be employed in the selling campaign. Seven trade papers are being used to announce the program to the retailers, and a

broadside has been sent to 30,000 stores.

Arthur Kudner is the agency.

## Keep 'em Flying

United Air Lines has embarked on what is for it a new type of advertising. Institutional in nature, it tells the part the company is playing in national defense. Full pages are appearing in the leading newspapers of New York, Chicago, Los Angeles, San Francisco, Portland, Seattle and Washington, D. C.

Robert E. Johnson, director of advertising and promotion, told an SM reporter about it in the Chicago offices of N. W. Ayer, the company's agency.

"We feel that we want to do something to maintain the good will of those who, because of the unprecedented demand for seats in our planes, are finding difficulty these days in getting reservations. Because of de-



Defense rides high.

fense work, with the manufacturers of defense needs more and more scattered, officers, contractors, and experts of all kinds must make quick trips to various parts of the country.

"Business flying is now filling our planes, and we figure that from 90 to 95% of these people travel on business tied up with defense. Because of wartime requirements we are unable to add to our fleets. We've stopped advertising to the public to fly to Summer resorts, national parks,

dude ranches, etc. . . .

"Our telephone salesmen have found their work much changed. Now, instead of going after business, much of their time is occupied in keeping the public satisfied."

**What the Well-Dressed Stove**

**Will Wear for Travelling**

Here's how one smart stove manufacturer solves a tough shipping problem. He'd found that the jolting his stoves received on the road often puffed doors and drawers open. Chips and scratches and "Returned-Damaged" tickets were the costly result.

Then he found that the Freight Container Bureau of the Association of American Railroads recommended taping stoves for shipment. So he asked the Industrial Tape Corporation's experts to study his particular needs. Now all his stoves go out safely sealed with Jundex, a sturdy cloth adhesive tape that sticks at a touch, without applying heat or moisture. It keeps drawers and doors secure during shipment, and rips off cleanly, with one motion, when the stoves are set up for display.

That's just one of hundreds of operating problems successfully solved by our tapes. And not just packing problems, either. Punt-marking, packaging, weather-proofing, sealing, paper-appling, are others. There may be an operation in your business that would be simplified by the use of the right tape. We'd like a chance to study your problem. Address

**THE INDUSTRIAL TAPE CORPORATION**  
A DIVISION OF JOHNSON & JOHNSON, NEW BRUNSWICK, N. J.  
Packaging Dept. Box 1000, New Brunswick, N. J.

Industrial's new hot idea.

## Industrious Industrial Tape

The multitudinous uses of their tape serve as the basis for the series of advertisements which the Industrial Tape Corp. is running in *Time*. From a list of over 500 possible uses, they have selected those having the most widespread application and the greatest news value—uses ranging from masking tape for spraying stars on plane wings to mending tape for fixing holes in divers' pants—at 14 fathoms down!

Each ad presents one of these uses, with an action photograph and a "stopper" headline, and then goes on to tell Industrial Tape's story.

In addition to the two-color ads scheduled for *Time*, trade papers, including *Auto Body*, *Industrial Finishing*, and *Tests and Their Control*, will also be used.

George Bijur, N. Y., handles the account.

## First Lady Airs Views

Mrs. Franklin D. Roosevelt will broadcast a weekly 15-minute commentary on current events, beginning  
(Continued on page 63)

# Mrs. Steven's \$1,000,000 Candy Business—and How It Grew

To her flair for creating toothsome sweets, Julia Steven added marketing sense. She knows how to package and to display to create sales, she has a sound price policy, and she believes in advertising. She's come a long way from her country kitchen since 1920.



**T**WENTY years ago Julia C. Steven was living on a rented farm near Wheaton, Ill. "And it was a poor farm, too," she says. The outlook wasn't very bright. In any betting book, so to speak, the logical odds would have been about a million to one that she'd be just a farm wife all her life.

But she liked to make candy! Friends told her that the candy she made on her kitchen stove was extraordinarily fine. One day one of them suggested:

"You ought to be able to sell it in town."

She went to Wheaton and made a deal with a baker to set boxes of candy in his store on consignment. Soon the people of Wheaton were talking about Mrs. Steven's candy and buying it. Then, one day, the baker suggested:

"You ought to be able to sell it in Chicago."

She made up a few sample boxes and took them to Chicago. Her first call was on a Buck & Rayner drug store. It was in the Northwestern railroad station and happened to be the first spot she saw that sold candy. The man in charge told her:

"You ought to see our buyer downtown, in the Loop. He buys for our chain of seven stores."

She lugged her candy to State and Madison and saw the buyer. He looked, nibbled, and gave her an order. The seven stores featured her candy and it wasn't long before she was in difficulties filling the demand out of her farm kitchen. So the buyer for the chain suggested:

"You ought to manufacture your candies in Chicago. You could then



Julia Steven, sweetmeats queen.

fill orders more quickly and easily."

Having found profits in the suggestions made to her so far, she took all her savings, \$1,000, and rented loft space in a Chicago building. With a couple of helpers she went to work. Before the year was out Steven Candy Kitchens, Inc., was organized.

Mrs. Steven estimates that her volume for 1941, based on sales gains to date over 1940, will total well over \$1,000,000. She has just opened her 18th retail store, in the new air terminal in New York across from the Grand Central Station at 42nd Street and Park Avenue. She has 16 stores in Chicago and one in Milwaukee. She operates candy departments in 30 department stores. She sells her candies direct to more than 900 accounts. She ships steadily to every state in the Union, to Hawaii and to Australia.

A new plant, modernistic in design and air conditioned, has just been

completed in Chicago at a cost of \$250,000. It contains 43,000 square feet of floor space and is being furnished with the newest types of candy manufacturing equipment. The company now employs regularly between 350 and 400 workers, 95% of whom are girls and women. Labor turnover, Candy-maker Steven says, runs not more than 3% a year.

Mrs. Steven is president. Mrs. Bertha C. Blinks, a sister, is secretary. Mrs. Mildred C. Sayer, another sister, is vice-president in charge of retail stores. It's a women's business if there ever was one. Experienced sales women, trained in Mrs. Steven's methods, carefully tutor all girls who serve the public. Their experience is always available to dealers who retail Mrs. Steven's candies.

So far in this story everything sounds pretty easy; but considering the years, it didn't all happen just that way. There was a time, back in the middle '30's, when candy factories were popping like rubber balloons. She weathered through.

Mrs. Steven thinks that the best way to bring a business through tough times is to listen, keep an eye cocked for trends and observe the public with meticulous care. Find out what people want and give it to them.

One of the things she determined to discover in those days was the unit price, in coin, that Mr. and Mrs. John J. Public would give up with the least pain when bent on candy buying. One might think that very simple, but it took plenty of watchfulness and experimentation to find out.

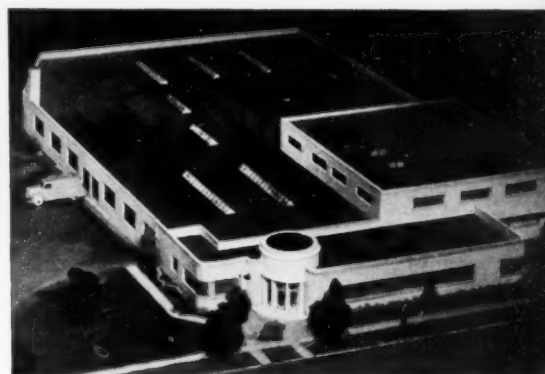
She learned, finally, that one dollar can be had easily—painless extraction,



(Right, facing page) Seven hundred kids applaud Mrs. Steven's policy of selling only perfect candies. For several years now, at a certain hour each Friday afternoon, she has given away in paper packages the week's imperfect pieces. The youngsters troop down to the plant like a swarm of locusts.

(Left) All Mrs. Steven's dealers use a standardized window display in which items change but the form remains as a sort of identification.

(Below) This is the new Steven's factory, as modern as all the technical experts can make it.



as it were—so she features dollar packages. These come in two and in two-and-a-half-pound sizes. Her records show that dollar sales comprise more than half of her total volume.

But you've got, she says, to do more than just make 'em in dollar sizes. Outside of the candy itself, the package is important. She changes her featured packages, mostly in tin containers, ten times each year. The present package wears a wisp of colorful dogwood on a sky-blue background with a butterfly on it.

St. Valentine's Day was celebrated with a heart-shaped tin box featuring bright red. Mother's Day brought the heart again, but the background was something between lavender and orchid. Hallowe'en, probably, black and yellow in a different shape, and Christmas, red and green. The color scheme must follow either sentiment or the season. That's important. It makes for sales.

Mrs. Steven has probably done more than any other candy manufacturer to popularize the dollar package, but even here, she says, that isn't all. The package must be *big* enough to satisfy the buyer and the candy must be *good* enough to please the recipient. Also, each piece must itself be perfect.

To identify her stores in the public mind Mrs. Steven has evolved a standard window display. Each store, using empty square candy boxes, builds up in the window a group of pedestals, some high and some low. Over these are laid a blanket of silk. Three colors are used—black, white and gold. Only one color is used at a time. When the drape is complete, boxes are laid, some on the pedestals, some leaning against them. Some of the boxes, are open

showing the candy. Others are covered, to show the beauty of their tops.

Her 30 leased departments, in the department stores, also are standardized. The counters are modernistic, the wood the popular "blonde," with curved lines and plenty of plate glass for display purposes. Attendants, through careful training, are adept at maneuvering the dollar package into the hands of the buyers.

Demonstrators, skilled in this subtle art, are available to the accounts Mrs. Steven serves. She does not employ salesmen as such, but considers her road people as representatives. A salesman, she says, might get it into his head that his job is to sell, and, selling, might think his services were measured by his total dollar sales. She doesn't want it that way.

Candy, she points out, should be fresh and the wise manufacturer must be very wary about overloading the dealer. Her representative, she insists, has as his first job the building up of the dealer's sales. That done, all else takes care of itself. This is done by keeping the stocks always fresh and new, arrangement of displays, promotion and advertising, and psychology at the point of sale.

She has done all this, so far, without national advertising though that day may be approaching. Spot advertising is what she prefers and so it goes, almost entirely, into newspapers. Dealer mats are always available and advertising tying in with special "days" and holidays is encouraged.

"I don't always select a package because it is beautiful or because, from the point of accepted packaging, it is correct," she tells SM. "I try to get a package that is *new*. For example, our heart-shaped tin. It was designed

and made by Seymour Products Co., the first tin package of its kind, and I have the exclusive use of it in the United States. The customer likes something different, fresh and new."

The few simple candies Mrs. Steven made at first in her farm kitchen have been added to until now she makes approximately 200 kinds. Many have been tried out and discarded. Today, in one of her dollar boxes, one may find from 30 to 40 varieties.

"Candy is no longer a specific gift item," she adds. "It has become a commodity. So the sales curve has been leveled out and the seasonal gamble is minimized in laying in stocks."

That doesn't mean that there are no seasonal peaks. Christmas is the high of the year in candy buying; Easter comes second; St. Valentine's Day, third; Mother's Day, fourth.

Mrs. Steven has had one experience that has given her supreme confidence in the integrity of the public. Some years ago she began to drop into each package a "money back" guarantee. It was a little slip with a pink-and-white border, calico effect, a device used to trade-mark her paper containers, and it attested to the quality of the ingredients she uses.

It pledged that if the candies were not fully satisfactory and equal in value and worth to any candy bought anywhere—the purchaser could have his money back. To date she has packed more than 8,000,000 of these money-back offers in packages and never once has a customer asked for his money!



Remembering that old leather rocker of papa's, you're likely to gasp at the colors in the sitting room designed by *House Beautiful*. Shell pink leather covers the arm chair (even to leather fringe!) and the loveseat's upholstery is the color of carnelian.

## Leather Industry "Packages" a Road Show for Department Stores

Here are some practical, adaptable ideas for any company that wishes to win the cooperation of big retail outlets in sponsorship of special product or industry promotions. The "Leather Weeks" were put over by rigid planning.

BY JAMES H. LIBERTY

Director of Decorative Research,  
Upholstery Leather Group,  
Tanners' Council of America.

CAREFUL and thorough planning in advance is the cardinal principle behind getting maximum benefit from any promotional event, and this is especially true if the event is a traveling "road show," consisting of model rooms to be exhibited at department and furniture stores.

I have just returned from a season's tour, during which the exhibit, "Genuine Leather in Decoration," was shown at J. L. Hudson & Co., Detroit; Halle Bros., Cleveland; Joseph Horne, Pittsburgh; Gimbel Bros., Philadelphia; G. Fox & Co., Hartford; Paine Furniture Co., Boston, with remarkably good results in interest aroused both in store staffs and on the part of the public. Our objective—to demonstrate the desirability of

leather, its flexibility and usability as an upholstery material, and its decorative and fashion potentialities—was attained in a highly satisfactory degree. This was not due to luck, but because "we planned it that way."

The show was sponsored by the Upholstery Leather Group of the Tanners' Council of America, whose members are Blanchard Bro. & Lane, Newark, N. J.; Cleveland Tanning Co., Cleveland, O.; Eagle-Ottawa Leather Co., Grand Haven, Mich.; Good Bros. Leather Co., Newark, N. J., and the Lackawanna Leather Co., Hackettstown, N. J. It began with a two-weeks' trade preview in Chicago last January at the American Furniture Mart, for furniture manufacturers, buyers and decorators. It then went on tour, showing at department stores

named above for periods of a week, with an intervening week between showings devoted to transporting and setting up equipment, and doing the necessary missionary work in promoting the show to local newspapers, radio stations and to store employees.

The work of getting the show lined up began months in advance. It was necessary to prepare the model interiors and unite them into a pleasing and instructive production. It was also necessary to arrange a schedule and work out plans with store staffs.

The stores were chosen because of their "prestige" importance, valuable in introducing a new decorative and upholstery fabric—or rather, a new application of an old fabric. They were chosen, too, because of the up-curve in spending in the cities where they are located. Each store invited to participate accepted.

The outline for the show was first submitted to each store by mail. Next step was my visit to the store, during which took place a round-table conference with the home furnishings manager, furniture buyer, head of the decorating department, head of the training department, publicity manager and head of the display department. Little was required of the store except publicizing the show, for we went in "as a package," bringing our own lights, furniture, props, and even the programs with the name of the store imprinted on them.

### Designed by Experts

In the meantime the work of creating the model rooms was going on. There were six interiors, each by an internationally recognized authority on interior decoration. They were *House and Garden* (small dining room); Robsjohn-Gibbing (modern living room); Dorothy Draper (library); *House Beautiful* (Victorian sitting room); Nancy McClelland (boudoir), and Virginia Conner (woman's bedroom). No restrictions, except that of space limitation and the necessity for using leather generously, were put upon these decorators, who responded by turning out an original and unusually attractive group of settings.

To simplify the problem of setting up the exhibit in the varying types and amounts of space available in the stores, three arrangements—offering considerable flexibility of treatment—were developed, and blueprints were sent to the stores early enough so that space could be provided in advance of our coming.

Each of the six interiors consisted of two wall frames joined at right angles (forming a corner), one wall being six feet wide and eight feet

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high, and the other twelve by eight feet. (We chose eight feet, for height, to be sure of getting frames into store elevators.) The 12-foot wall really consisted of two frames joined together, with canvass painted to represent a wall, rolling and unrolling like a map when needed. The idea was to get the effect of real rooms without the effort and expense of transporting solid walls. Though painted, the wall backgrounds (like stage scenery) resembled real walls, and each seemed to be covered with fabric or paper; in fact, each was painted to represent a wall covering actually on the market.

Though only two walls of each room were shown, the remaining section of the room was represented through a water color rendering showing furnishings, wall and window treatment—also created by the decorator responsible for the setting.

Several weeks before a show was scheduled for a certain store, we sent an outline, in duplicate for all department heads concerned, giving details of the production; materials and equipment to be sent to the store; directions for publicizing the show

and employees concerned. Here's a sample:

"Radio. Miss \_\_\_\_\_ will schedule the following spots on the \_\_\_\_\_ (name of store) morning program: Saturday, April 19; Thursday, April 24; Friday, April 25." And again: "Elevator Cards. Mr. \_\_\_\_\_ will schedule a full run of elevator cards for this promotion from April 19 through April 26."

The idea behind the outline was that of reminding everyone concerned of duties he was obligated to perform in connection with the show, in such a way that each would know what the others were doing—in short, to provide a comprehensive picture of the entire project. No one was allowed to lose sight of the fact that leather in decoration was to be promoted, concretely and dramatically.

Setting up the show usually took about seven hours, and I always had the assistance of members of the store's staff. I used whatever time was available for missionary work in calling on newspapers and radio stations, requesting additional support, which was always given with good grace. (Writers on decoration are

it a blow-up of a photograph of one of our rooms, a complete hide in one of the colors featured in the exhibit, examples of application of leather (tufting, trapunto, etc.), and a grouping of leather furniture. There would be touches of leather in spot displays throughout the store, not only in decorative items, but in gloves, handbags and other types of leather merchandise.

Naturally, no stone would have been left unturned in the effort to interest the store's staff in leather. Upon my arrival, I would give to each member of the decorating department and to each furniture salesperson:

A set of the 24 new decorator colors, standardized by our sponsors, in real leather (miniature hides). On the back of each there is the name of the color and the name of the decorator in whose room it is used. This is for future reference, to be kept on file.

A booklet telling how leather is made and giving other technical information.

A program for the show. (This program, also furnished to the public, is a bound booklet containing descriptions of the rooms, thumbnail sketches of the decorators, list of sponsors and names of co-operating sources supplying non-leather furnishings used. The 24 colors in which leather for decoration may be obtained—from any of our members—are also listed.)

Color card from each sponsoring factory, showing colors, in addition to the 24 standard ones, available. These differ among the members.

Price lists for everything in the show, with name of source (for rugs, mirrors, lamps, screens, furniture, etc.).

## Public, Employees Both Learn

Lectures, for all employees, were held before store hours, usually at 8:45. Though attendance was not compulsory, most members of the selling staff usually came. These meetings were chiefly in the form of clinics, in which the audience participated by asking questions.

In my talks to the public, the story of leather (how produced, etc.) was included. New applications of leather (saddle-stitching, tufting, trapunto work, quilting) were described, with slide illustrations. I also stressed the fact that leather combines well with other materials—plastics, glass, metal, etc. A great deal of time was devoted to color, on which many wanted suggestions and guidance.

At intervals during the day I conducted guided tours, whose members were in many instances students and club groups. Generally speaking, as many men as women attended, perhaps because men, though not so furniture-conscious as women, are more leather-conscious.

The purpose of the show was to dramatize leather-in-decoration, prov-



Though the "Leather Week" shows are built around furniture, Mr. Liberty's guided tours take customers throughout the store, building traffic for all departments where leather can be tied in.

through newspaper and radio, store mailings, window and spot displays, the store's employee publication, elevator cards, signs, etc. Descriptions of the room settings, colors used, etc., were also included. There was also mention of the lectures I would give to employees and the public, with the subjects and dates.

This outline, based on my earlier conference with department heads, was specific, naming, for example, the particular newspapers in which advertisements would be published and the dates, and names of store executives

always interested in presenting news of their field with local application.) In each instance, the store's own radio program publicized the show, and I was also asked to be a guest speaker on another program as well. These personal contacts, plus the store's work in sending invitations to charge customers, clubwomen and schools, resulted in good attendance records.

During the week of the show there would be store-wide, and, in a sense, city-wide, emphasis on leather in decoration. It was featured in window displays, a typical display having in

ing that it is no longer confined to the "big brown armchair in the den or office," but appropriate for any room in the house, even the most feminine. The decorators who created the rooms had done their part by making them both pleasing and "newsworthy," and, in fact, entertaining. For instance, there's "Apologies to a Pigeon," a bedroom by Virginia Conner with color scheme inspired by a pigeon. The figure of the bird is used as a decorative motif in shadow box panels on the door. The room has a side-walk gray leather-covered dressing stable, drapery of woven leather strips, a hassock covered with leather loops in "Highlight Violet" and "Pigeon-foot Red." Lighting was considered in locating the dressing table directly before the window, to obtain the maximum, and placing the bed so as not to be flooded with sunlight.

The Tanners' Council did not expect immediate direct tangible results

from the exhibit. Its object in putting it on was a part of its long-range program of educating the public in the use of leather in furnishings. It was gratifying, however, to find that the participating stores sold considerable quantities of leather furniture and received inquiries and orders on upholstering with leather.

Response from the press was also excellent, not only on the part of local newspapers, but among home and decorating journals and the home furnishings trade publications. My part in the project convinced me that the public does not need to be "sold" on leather, and that it is eager for information about it, especially on how to use it as an upholstery fabric and how to care for it. This is true not only in the big metropolitan centers, but in smaller cities, where the public is more sophisticated than I would have believed before I started on the tour.

still finding new fields to build into. Take the case of chromium:

Most of us think of chromium as a new and very shiny finish for various metals. Chromium is shiny, all right, and it looks smart, but it isn't indestructible by any means. Salt water plays hob with it. Finger marks can mar it. Water can get through it and attack the surface underneath and after that it can blister and scale. Get it sticky with oil or any greasy substance and dirt will cling to it.

Rub a thin film of wax over chromium and it is protected from all these ills. Quite a few makers of chromium products are now putting the wax film on it before it is shipped. Some of them attach tags suggesting the value of wax in keeping chromium in a state of perfection. Johnson is busy telling the world about that.

Johnson went into the wax business as a sort of sideline in the days of parquet floors. S. C. Johnson, originator of the company, in the beginning was a manufacturer of these floors. Back when there were some hoop skirts still extant nobody who was anybody would think of getting along without a parquet floor in at least one room in the house.

These floors were things of intricate design, made of a variety of contrasting hard woods all put together in geometrical forms and patterns. Folks took a deal of pride in them. So they began to ask Mr. Johnson how to keep them beautiful. He figured out the wax. Finally the floors went out of fashion but the wax stayed. Johnson found a lot of other uses for wax. Johnson is always finding new uses for wax.

Only the other day the Pirsch Co.,

## S. C. Johnson Strikes Pay Dirt in New Industrial Uses for Wax

They've been putting it on floors for years, but now they wax cows, fire engines, metal surfaces, parts for machinery, shoes. They even use it as an antidote for squeaks.

**E**VER wax a cow? Maybe you think that's funny, like washing an elephant. But the executives of S. C. Johnson & Son, Inc., Racine, Wis., look seriously upon the idea. The first time they'd ever heard of such a goings-on was when the news came in that a farmer down in Kentucky had been waxing his cows.

The idea was, he explained, that a wax finish on a cow meant that, come milking time, he could clean her off more easily. Dirt, dust, dung, and so on, he pointed out, didn't cling to a waxed cow as they would to an unwaxed cow. He didn't wax the cow all over—just along the flanks, etc.

"Since I've been waxing my cows," the Blue Grass farmer wrote, "tests show that my milk is cleaner; that it has a greatly reduced bacteria count. Because my milk grades higher I'm getting a better price for it."

"Perhaps we've got something there," mused Walter A. Bridgeman, manager of the Industrial Wax Division of the Johnson company, "and we're going to look into it thoroughly. Think of all the cows that could be waxed!"

We mention the cow-waxing busi-

ness because, for the moment, we are on the trail of what might be called the value of originating new business in unexpected fields. The Johnson wax-makers, for example, have been in the business since 1886 and they're



Waxing molded rubber products makes them bright and glistening . . . keeps them fresher and more resilient . . . adds, at molehills of cost, mountains of sales appeal.



## A Community of Continents

The telephone is helping the Americas to know each other better.

Business men talk over mutual problems. Relatives chat back and forth. Old friendships are renewed. New friendships are made. People thousands of miles apart are linked together by telephone.

Undersea cables, long land lines, and radio telephone channels unite twenty-eight countries,

colonies and territories of the Western Hemisphere — *all* are now our telephone neighbors. Cuba and Canada, the Argentine and Mexico, Chile, Brazil and the United States—all are within reach through a far-flung network of modern voice highways.

North America, South America and Central America are a closely knit telephone *community*. And that's an especially reassuring thought today.

### Overseas Telephone Service *helps unite the Americas*

"The Telephone Hour" is broadcast every Monday. (N.B.C. Red Network, 8 P.M., Eastern Daylight Saving Time.)



of Kenosha, manufacturer of fire engines, gave the Johnson plant a hurry-up call. Pirsch wanted some men to come down to spray wax all over a couple of fire engines.

"I'm shipping them to Brazil," he explained, "and I want them waxed so they'll arrive in perfect condition."

One day an airplane racer lost a heat in a speed race by a narrow margin. Between heats he gave his machine a spray coating of wax and went on to win. It gave the plane just the amount of speed needed. Large users of buses, trucks, and other fleets of vehicles are using wax more and more because, once the machines are well filmed, men can "hose them down" much faster and at less cost than if they applied the old, strong-arm method.

"Our newly organized industrial wax division is opening up entire new fields for our products," says Mr. Bridgeman. "The new uses we are finding are sometimes a surprise even to us. A manufacturer who uses large quantities of very expensive small parts, almost microscopic nuts and screws and such, in fine instruments such as clocks, watches, bomb sights and gauges, found himself troubled with static electricity.

### Sticky? Squeaky? Wax it!

"These minute parts would stick together and they were difficult to handle. When they were being picked apart they would get dropped, spilled and lost. The manufacturer solved his problem by giving them a thin spray of wax. In another case a manufacturer had to put long, thin bolts through wood. They had to be tight. In being forced through many were bent or broken. It was found that if the bolts were sprayed with wax it lubricated them just enough to make them go in easily. No more breakage. Also, more speed.

"In automobiles wherever metal joins metal or metal joins wood, as we all know, squeaks used to develop. The car makers began to fit small pieces of rubber in at the squeak-points. That solved the original squeak; but when the rubber got dry another squeak—a little rubber squeak—developed. Recently they've fixed that by waxing the rubber."

In making tight assemblies in various products, where a metal part is fitted closely into a metal hole or sleeve, it has been found that a better fit can be made, and more quickly, if a thin coating of wax is applied before the operation. And so the search for industrial uses goes on endlessly.

Have you noticed how bright and



South American cruise wardrobe is applied to a fire engine off to Brazil—a coating of wax to protect it from salt air, enable it to arrive with every high-light in place.

shiny basketballs and footballs look in the shop windows; how glistening are the rubber heels in the repair shop; the fresh look of new shoes in the booteries? Wax does that. More, it protects their finish until they are sold and put into use—and even after that.

The Johnson company is developing a display of waxed products—products which until recently went unwaxed—in its show rooms at its plant in Racine. There SM saw samples of ceramic products which had been waxed to give a more salable appearance; a trunk that had been waxed by the manufacturer to add sales appeal; "shrivel" paints that were waxed so that no dust or dirt might get into the minute seams that give this finish its unusual appearance.

Water-wax emulsions, says Mr. Bridgeman, are being used by many manufacturers to give added "eye-appeal" to their products when placed on sale. Also to keep out water, oils, greases and other substances and to guard against disintegration. Wax coatings often keep new products, especially rubber, fresher and more resilient. Some of the rubber items now getting their wax in rather common practice at the point of manufacture are auto parts, vacuum cleaner parts, stair treads, rubber hose, rubber tubing, gravel deflectors for autos, refrigerator gaskets, rubber-covered wire, rubber toys, etc.

They have recently found a way to mix wax into paints. The trade designation is "wax-fortified" paints. Johnson is putting out these paints in 19 colors and many new virtues are

claimed for them. Among these are: That they are more dust-resistant, water-repellent, less costly to maintain, more mar-resistant, longer in lasting qualities and that they maintain their light values better.

These new uses for waxes and wax dressings are currently being featured, according to William N. Connolly, Johnson's advertising manager, in a series of color pages in *Fortune* magazine.

With all its new industrial uses, however, Johnson keeps plugging away to maintain its various old contacts with the public, doing interesting special things at times. Now and then it surprises itself. Take the case of the pictures of Fibber McGee and Molly, Johnson's radio stars, who now rank as the Number 1 program on the air.

The advertising department had a batch of pictures of the McGees made up. The idea was to drop one or two, here and there, into a store window display. Just a little something the salesman could carry around. Nothing more than a device to get a chance for that extra word and that added minute while talking to retail buyers.

But what happened?

Well, the store buyer would say:

"Can't you spare an extra one? I want to take it home to my wife."

Customers would gather around and beg for pictures. Often they were swiped out of the window. Salesmen couldn't hang onto them. They vanished like the dew. So, now—

S. C. Johnson to date has ordered and passed out millions of them.

SALES MANAGEMENT

# Ever See Dollars Perform Like AMOEBAE?



**ZENITH RADIO** officials were astonished not long ago to see a handful of their advertising dollars act like amoebae—those odd one-celled animals which keep dividing in two, creating new amoebae, until there's literally a horde of them.

It happened this way...

Two years ago Zenith ran an inexpensive little advertisement in *The Saturday Evening Post* announcing their new hearing aid, Ravox. The product was priced at \$29.50—only the *Post* carried the story.

In short order, Zenith's handful of dollars more than quadrupled in sales... inquiries continued two years after the ad appeared!

So Zenith put these new dollars back into more advertising—and added more magazines to their list.

But in 1939 and 1940, their *Post* dollars multiplied far faster than those invested anywhere else. For example, a 1939 *Post* ad paid nearly double its cost in sales... a 1940 *Post* ad produced nearly five times the cost of space!

All of which adds to the evidence... growing almost as fast as a colony of amoebae... behind a vital advertising fact: That people read advertising in the *Post* more *attentively*, and act on it more *confidently*.

No wonder advertisers—using big space and small—put more dollars into the *Post* every year. Last year no magazine came within 65% of the *Post*'s revenue.

People pay attention when you put it in the

# POST



## What Is the George-Deen Act?

**I**N 1936 a group of business men asked the United States Office of Education for a Federal appropriation for vocational education in the field of distribution. There was overwhelming evidence that there was a great need for better training of wholesale and retail employees, service employees, and especially for better training for those operating and managing small stores and shops.

This action resulted in the inclusion of the Distributive Education section of the George-Deen Act, through which \$1,200,000 was appropriated to carry out a distributive education program through machinery set up in the several states under state departments of education. The money was pro-rated to the states on the basis of population. The Act became effective July 1, 1937.

The George-Deen Act provides for two classifications of training:

- I. Part-time training: (a) Where instructors meet with salespeople on store time, and (b) "Cooperative part-time," which covers classes in the regular high school curriculum, a vocational training which requires the student to take organized technical and related instruction in conjunction with practical experience in a distributive business, for the purpose of acquiring knowledge and skill in a particular occupation, under an arrangement whereby the trainee's time is divided between school and work. Shorthand, typewriting and bookkeeping are not included in the available courses.
- II. Evening extension training: All who are engaged in any distributive occupation are eligible to attend. Subjects selected are those that will meet the immediate needs of the community, which are supplementary to the students' daily employment.

The courses are offered *only upon the request of business people*, and it is necessary that they take the initiative in asking for specific classes.

## Distributive Education Grows Apace Under the George-Deen Act

Manufacturers who haven't kept up with developments on this Government-subsidized project need to study it thoroughly, seek opportunities for cooperating with the state education authorities who administer it.

**F**ORTY men and women gather in a public-school room, listening to a lecture on the merchandising of dairy products. It is part of a course for people selling milk, cream, ice cream, cottage cheese, butter, to the food trades as well as to the housewife.

More than 300 salespeople, in one big store's auditorium, devote two hours every Tuesday, for eight weeks, to the study of retail credit procedure—under the George-Deen Act, without fees.

A handful of men and women who, as travel directors, plan your trip and sell the tickets, take a course that includes personality in business, manners and mannerisms, the remembering of

names—free tuition under the George-Deen Act.

A large group of journeymen plumbers, learn the mechanism of a sale in four lessons—free under the George-Deen Act.

Since the George-Deen Act was passed by Congress, in 1937, this sort of thing has been going on all over the country. The act appropriates \$1,200,000 annually, to finance "distributive education," vocational lessons for salespeople in any kind of business, as well as merchants, credit people, cashiers, collectors, deliverymen, adjusters, waiters, stewards—anybody concerned in the distributive occupations that make up so large a group in the gainfully employed popu-

lation of the United States.

At first glance, it may appear to be something that concerns retail and jobbing business exclusively—not particularly interesting to the manufacturer.

But because the manufacturer's sales are often hampered by poor salesmanship in distributive trades it is plain that the manufacturer has opportunities to encourage this distributive education movement. He is already putting his shoulder to the wheel by accepting assignments to lecture to classes.

During the first two years of the law's operation, there had to be a great deal of foundation work—setting up of state and local machinery for administration, in letting prospective students know what was available, in finding specially qualified teachers with both business and educational experience. But now the program is rolling along, and manufacturers everywhere are expressing an interest in knowing more about it. They want to know, furthermore, what they can

YOU CAN'T MISS IN  
**PROVIDENCE**

A  
Sales  
Management  
Preferred List  
High-Spot City

SEPTEMBER RATING: 129

A  
Sales  
Management  
Preferred List  
High-Spot City

AUGUST RATING: 124



### PAYROLLS GAIN

**\$52,000,000**

During the past 12 months, ending June 30, payrolls in the Providence-Rhode Island market totaled \$237,000,000 — increased Rhode Island's family-buying-power by an average of more than \$1,000,000 per week. Currently, payrolls are 61% higher than a year ago!

### SALES GAIN

**\$33,000,000**

Retail sales during the same 12 months period jumped \$33,000,000 — totaled \$311,000,000. During the past several months, retail spending has been accelerated approximately 25%!

But of more importance to those now planning new sales campaigns is Sales Management's authoritative and dependable prediction of still greater sales opportunities in the Providence market this Fall. Adequate schedules in the market's most influential media will insure your share of the harvest.

*Everybody reads the* **PROVIDENCE JOURNAL-BULLETIN**  
*In New England's Second Largest Market!*

REPRESENTATIVES: Chas. H. Eddy Co., Inc. • New York • Chicago • Boston • Atlanta • R. J. Bidwell Co. • San Francisco • Los Angeles

AUGUST 1, 1941

[31]

do to help the good cause along, and at least two important associations representing manufacturing, the National Federation of Sales Executives and the National Society of Sales Training Executives, are getting into it with both feet.

There is now a distributive education program offered in every state except Nevada, in the District of Columbia, in Puerto Rico, Alaska, and Hawaii. Impetus has been given to the movement through the cooperation of Retail Merchants' Associations, Chambers of Commerce, Retail Credit Associations, Better Business Bureaus, Trade Associations in many fields, Real Estate Boards—even Labor Unions, Service Clubs, and Parent Teacher Associations.

In many quarters the movement has been hailed as a truly streamlined version of education adapted to specific needs in business. Classes deal with real problems. To quote Dr. Kenneth B. Haas, regional agent for distributive education for the North Atlantic states: "The distributive education programs have freed themselves from the shackles of tradition and from the make-believe kind of instructional content that is of no value. . . . *Learning* becomes *doing* within the next hour or day."

By way of getting a cross section picture of the George-Deen Act in operation, let's take Ohio as typical of a state with a rapidly developing program, and see what is going on there. Here's the administrative structure:

#### Organization of Distributive Education in the State of Ohio

##### Federal Government

(Regional Agent, representing the United States Office of Education:  
Kenneth B. Haas)

##### State of Ohio

State Board of Vocational Education

State Director of Education—  
Executive Officer:  
E. N. Dietrich

State Supervisor for Distributive Education:  
Marguerite Loos

##### Local School Boards

Superintendent  
Vocational Director  
Supervisor  
Coordinators  
Teachers

##### Teacher Training Institutions

Bowling Green State University,  
and Ohio State University

Eighteen months after the appointment of a state supervisor on July 1, 1939, there were 433 cooperative part-

time trainees enrolled in 44 classes in 11 cities. There were 2,845 adults enrolled in 101 classes in 19 cities. There were 20 enrolled in the Teacher-Training class at Bowling Green State University.

Enrollment in the 214 evening extension classes offered during the school year 1940-1941 reached 5,065; 349 students participated in the seven part-time training classes. Thirteen Ohio cities offered 16 cooperative programs under the George-Deen Act with 398 students enrolled during the first semester, and 461 during the second.

During 1940 the State of Ohio found courses in the following subjects to be the most popular:

Technique of Selling  
Speech of Business  
Textiles  
Fabric Identification  
Merchandise Studies  
Shoes  
Cosmetics  
Electric Appliances  
Ready to Wear  
Fashion  
Color and Design  
Advertising  
Credits and Collections  
Store Management and Operation  
Restaurants  
Grocery Stores  
Druggist Classes  
Employer and Employee Relations  
Laws for the Retailer

#### Classes for Executives, Too

But where there were special local needs, there were also courses in such subject matter as Variety Store Selling, Salesmanship for Deliverymen, Telephone Technique, Psychology of Handling Adjustments . . . a course for office receptionists . . . one for elevator operators . . . one on nutrition for restaurant workers.

While many merchants and store executives have been attending classes held for salespeople, separate classes are offered especially for them. Here the most popular subjects have been: Present and Pending Labor Legislation, Personnel Relations; Store Supervision; Merchandising and Merchandise Information, and Arithmetic for Executives.

All programs are administered under the local boards of education and are usually organized by the business men. Two-thirds of the salary of a qualified instructor is paid to the school board by the George-Deen funds. This person must have at least three years of practical, successful business experience and required academic background.

Glance at these samples of distributive education as it is being practiced in various Ohio cities:

The Cleveland Automotive Trade Association had 75 men enrolled in a

class to discuss the problems of service and parts sales.

Norwood's classes in meat merchandising did such a constructive job that the state supervisor was invited by the United States Office of Education to present the details of their plan before the National Meat Dealers' Association Convention in Chicago. For these classes a special room was fitted up in the Board of Education Building with a large walk-in box, a display case, meat blocks, shelves, cash registers, and other equipment obtained from meat dealers, supply houses and packers of Cincinnati who were only too glad to cooperate.

Six merchants cooperated with the Norwood class in Window Display by allowing members of the class to trim their windows for practice. Instructor for this group was display manager of one of Cincinnati's largest department stores.

#### Trade Groups Cooperate

Among the courses offered during the past Winter term by Toledo were those in Effective Departmental Display (for retail employees); Psychology of Salesmanship (for salespeople); Problems in Retail Buying (for junior executives); Advertising Copy and Layout (for advertising division); Business Correspondence (for service departments); and Toy Salesmanship (among the departmental courses).

The Restaurant Associations of Toledo and Cleveland assisted in the organization of food service classes in both cities. Toledo's first class for Restaurant Service had an enrollment of 55. The National Restaurant Association is seeking a national George-Deen program for restaurant training. Cleveland started six classes in Restaurant Service and Management, with 136 enrolled.

Ashtabula, Bowling Green, Cincinnati, Dayton, Norwood, Painesville, Springfield and Toledo all had special classes for Christmas selling.

In April of this year Cleveland started an intensive course for salespeople in fountain and food service departments of drug stores.

Cleveland and Toledo both have courses in Paint Salesmanship developed with the cooperation of the National Paint Association.

These are but a handful of examples which illustrate the practical character of the work being done in one state's distributive education program.

The State Supervisor's office acts as a clearing house for information among all the Ohio cities sponsoring distributive education programs. It puts out a monthly "News Letter"

(Continued on page 57)

# Methods Used by Spot Radio Advertisers to Get Results

National advertisers are now investing more than a million dollars a week in spot radio. One hundred of them are interviewed by Ross Federal for Sales Management, on what they are trying to accomplish, and how.

**F**IVE years ago (July 1, 1936) SALES MANAGEMENT ran the results of a field study made among national users of spot radio and estimated that these companies "are now spending at a rate of 15 to 20 million dollars a year."

That total had jumped by the end of 1940 to more than 50 million dollars and the 1941 figure will undoubtedly exceed 60 million dollars. Spot radio sales are doubling every four years; currently they represent about 25% of total radio expenditures.

Last month Ross Federal field workers interviewed 100 typical spot users for SALES MANAGEMENT, and the findings are presented herewith in textual comment and in the two-page spread of methods and practices and the condensed column "Highlights of the Survey Among Spot Users." The survey covered current policies and practices of advertisers from New England to Southern California.

The popularity of the medium among these 100 representative concerns was demonstrated in two ways. (1) Only 28% of these present users started in either 1940 or 1941. Thirty-five per cent have used spot radio for seven or more years. (2) When these advertisers were queried as to their future plans for spot radio, 46% said they expected to spend more, 42% the same, 3% less and 9% were undecided.

To most of these typical advertisers spot radio seems to be considered more as a sales aid than an advertising medium—and while a goodly percentage can definitely trace sales increases to use of the medium, an even larger number say or imply that they would continue to use it solely on the ground that it is popular with their district managers, salesmen, jobbers and retailers. As the executive of one big brewing company put it: "It is great for keeping distributor good will."

Among the reasons advanced for using spot radio, other than the obvious ones of its flexibility and cost,

number of markets covered, length of programs and length of contracts, were the following:

1. Filling in where network coverage is inadequate.
2. Suggesting use of a product at the time when a customer is most likely to be going to a place where the product can be purchased.
3. Test campaigns on new products.
4. Test campaigns for new programs which, if successful, may be used on networks.
5. Supplementing and complementing other forms of local adver-

tising such as newspapers and poster panels.

6. Eliminating waste for those who do not have national distribution.
7. Telling a message especially designed for a particular group, such as farmers or foreigners. One of the advertisers interviewed broadcasts in five different languages.
8. Plugging up holes in the sales map.
9. Giving an extra push in territories where sales potentials are large.
10. Special tie-ups with local distributors mentioned by name on programs.
11. Getting the local dealer to co-operate in paying part or all of the advertising costs.

While 100 advertisers were surveyed, space limitations prohibit us



## Highlights of the Survey Among Spot Users

(and comparisons with a 1936 survey)

1. Of the present users of spot radio, only 28% started in 1940 and 1941. Thirty-five per cent have used it seven or more years. (The survey was confined to present users, hence no information is available on the number who started and then dropped the medium.)
2. Four out of five use spot as the only radio medium. The fifth uses it in conjunction with or supplementary to network broadcasting.
3. News, musical and dramatic programs are growing in popularity. Sports and home economics are steady, announcements and variety shows are declining in percentage.
4. Transcriptions are growing in popularity: Today's percentage is roughly half, as against 40% five years ago.
5. In minutes per broadcast today's programs are shorter—but advertisers use more stations, and more broadcasts per week. Number of "insertions" is greatly increased. Four out of every ten spot broadcasters are on the air more than once a day, and 80% are on the air more than once a week.
6. Today the median average number of stations used is about ten. Five years ago only 38% of advertisers used ten or more stations; today it is 47.
7. Premiums are the most frequent direct appeal used, with booklets second and contests third. In 1936 the order was booklets, premiums, contests.
8. Half of the advertisers prepare special merchandising or display tie-ups with their spot programs. This was also true in 1936.
9. More than half run newspaper campaigns simultaneously in at least some of the same cities in which they broadcast, and one-quarter do it in all of the cities.
10. To most national or sectional marketers spot radio advertising seems to be considered more as a sales aid than advertising medium. More than a quarter make no particular check-up of results and this group combined with a larger one which merely "observes" the reactions of their district managers, salesmen, the jobbers, and the retailers, constitute more than half of all users of spot radio.
11. Out of 100 advertisers queried on future plans for spot radio, 46 said they would spend more, 42 the same, three less and nine were undecided.

from printing more than 85 names in the following spread, but the other 15 have been tabulated and the comments and percentages which follow are based upon an analysis of the returns from the full 100.

### Experience with Spot Radio

Respondents were asked when spot radio was first used and whether used in each of the years from 1937 to 1941. The records show that the history of these representative companies with spot radio is as follows: 17% started in 1933 or prior years.

18% started from 1934 to 1936.  
13% started in 1937.  
6% in 1938  
18% in 1939.  
19% in 1940.  
9% in 1941.

The Ross Federal interviewers were instructed to confine this survey to companies active in spot radio during the first quarter of 1941 and consequently they uncovered no information on advertisers who tried the medium and gave it up because they found it unprofitable. The fact that 72% of these present users have used the medium for more than two years seems

convincing evidence that they are satisfied with it—and this is further confirmed by a question regarding their future plans which was asked by Ross Federal men at the conclusion of the interview.

The answers to the first two questions indicate an extraordinary consistency in use of the medium. Only 11% were "in and outers" during the past five years. This does not mean, of course, that they used spot radio every week during that period, or even any quarter, but it does mean that 89% did not skip a single year.

### Spot Radio Exclusively?

In answer to the question, "Is spot radio used exclusively or in conjunction with or supplementary to network broadcasting?" 80% of the respondents said, "Spot only," while 20% were users of network programs.

### Type of Program

Questions were asked on what type of program is presently used—and previously used—and the answers when compared with the similar 1936 study show a few rather interesting trends. For one thing, despite an increase in the number of advertisers using announcements, there seems to have been a decline in the percentage. The percentage using variety shows also shows a decline; sports and home economics programs remain steady and important percentage gains show up for news, musical and dramatic programs.

### Transcription or Live Talent?

Respondents were asked whether they used transcription or live talent—and if transcription, "What is average cost of transcriptions in relation to station time?"

In the 1936 study about 40% of the advertisers were using transcriptions; today the percentage has increased to approximately 50%, with one-sixth of the advertisers reporting that they use both types. Most of these are advertisers who have more than one program on the air.

The median average cost of transcriptions as compared with station time is approximately 15% among these companies. Great variations appear in the cost, largely due to the varying number of stations used. Naturally the more stations used, the lower the percentage cost of transcriptions, since the cost of the talent and the master record is the same whether the recording is to be played over one station or 100 stations. The actual cost figures shown are as follows:

## SPOT CAMPAIGNS NEED TRANSCRIPTIONS

**W**HEN your program is recorded at "Transcription Headquarters" you can pick your favorite announcer, actors, singers, orchestra. Then you rehearse until everything is just right. Finally you record. And *that's* the show and *that's* the quality every station on your list is bound to broadcast.

Transcriptions are not a sideline with us but our sole interest. World recording departments and studios, termed the finest in radio, are the only ones to be

engineered by Western Electric. Our improved processing plants save advertisers many hours between recording and shipping of discs. World vertical-cut Wide Range transcriptions have a frequency range exceeding all others, assuring finest reception.

Ask your agency man to investigate our facilities.

We believe he will recommend recording at World because he enjoys here a highly developed service unapproached elsewhere.

## WORLD BROADCASTING SYSTEM

*Transcription Headquarters*

New York

Chicago

Hollywood

# NBC SPOT NEWS

**72% of the national spot advertisers surveyed by SALES MANAGEMENT got their results through use of one or more of these NBC stations**

Yes, we did say 72%...quite a quorum, don't you think? And by *results* we mean profits you can reckon in dollars and cents. Read all about it right here in this issue of *Sales Management*.

Of course, we're pleased as punch with the way the survey went, but confidentially, we're not surprised. For after all, each one of the NBC stations that figured in the count dominates a rich, productive market.

If you really want to put your product over in 11 great American markets—put it on the stations consistently preferred by leading spot and local advertisers. Look over the list at right. Then reach for your phone and get complete facts from the nearest NBC Spot Sales Office.

AUGUST 1, 1941

**NBC  
Key Stations  
in 11 Vital  
Markets**

#### Tops for Spot and Local Radio Advertisers

WEAF	NEW YORK
WJZ	NEW YORK
WMAQ	CHICAGO
WENR	CHICAGO
KGO	SAN FRANCISCO
KPO	SAN FRANCISCO
WRC	WASHINGTON
WMAJ	WASHINGTON
KOA	DENVER
WTAM	CLEVELAND

#### Westinghouse Stations

{ WBZ	BOSTON }
{ WBZA	SPRINGFIELD }
KYW	PHILADELPHIA
KDKA	PITTSBURGH
WOWO	FT. WAYNE
WGL	FT. WAYNE

#### General Electric Station

WGY	SCHENECTADY
-----	-------------

Represented by

**NBC SPOT & LOCAL SALES**

New York - Chicago - San Francisco - Boston  
Washington - Cleveland - Denver - Hollywood

NATIONAL BROADCASTING COMPANY  
A RADIO CORPORATION OF AMERICA SERVICE

# Analysis of Methods Employed by

(Results of a Field Survey Made in July, 1941, by I)

ADVERTISER		EXPER- IENCE	EX- TENT	PROGRAM TYPE	TALENT			PERIODS AND STATIONS						TY INQUIRY		
COMPANY	PRODUCT				Year Spots First Used	How Many Years Used Out of Last Five?	Only Spot	Also Network	Live	Transcription	% Transcription Cost to Station Time Cost	Day Only	Night Only		Day and Night	Minutes (or Words)
GROCERY STORE PRODUCTS																
Calavo Growers of California	Avocados	1937	5	X	Home Economics	X			X			150 W.	?	3	18	Booklets
California Fruit Growers Exchange	Sunkist	1932	4	X	Ann., and Home Economics	X					X	100 W.	2	5	32	None
A Leading Miller	Breakfast Food	1937	4	X	Dramatic	X	X	25	X			15 M.	?	5	24	Contests
A Leading Miller	Flour	1926	5	X	Musical, Dramatic, Home Ec.	X	X	20	X			15 M.	?	5	34	Booklets
A Leading Miller	Breakfast Food	1931	5	X	Sports, Dramatic	X	X	24			X	15-120 M.	1-5	5	100	Contests
Ward Baking Co.	Bread and Cake	?	?	X	Announcements	X	X	?	X			1 M.	2	6	53	None
B. T. Babbitt Co.	Bab-O	1938	4	X	Announcements	X	X	?	X			1 M.	1	5	4	Booklets
An Eastern Soap Co.	Toilet Soap	1938	4	X	Five types	X	X	?			X	1 to 30 M.	3	5	4	Samples
A Western Coffee Co.	Coffee	1934	5	X	Dramatic	X	X	30	X			15 M.	1	5	24	Special Of
A Pacific Coast Soap Co.	Laundry Soap	1939	3	X	News and Announcements	X			X			Varies	1	5	31	Premiums
Chemicals, Inc.	Household Cleaner	1940	2	X	Home Economics	X			X			150 W.	?	3-5	5	Booklets
Carnation Co.	Ice Cream	1940	2	X	Dramatic	X	X	47			X	30 M.	1	1	1	Contests
A Big Baking Co.	Bread	1937	5	X	News and Drama	X	X	50			X	Varies	Varies	Varies	20	None
A Big National Dairy	Butter	1937	5	X	Poet and Singer, Ann.	X	X	?	X			10 M.	1	3	21	Contests
California-Grown Sugar Group	Sugar	1940	2	X	Home Economics	X		8	X			4 M.	1	2	10	Booklets
A Milling Company	Flour	1941	1	X	Announcements	X			X			1 M.	10	?	12	Premiums
An Association	Dairy Products	1940	2	X	Announcements	X	X	5	X			Varies	2	?	24	None
A Packer	Dog Food	1939	3	X	News, Announcements	X			X			10 M.	1	5	3	Premiums
Haskin Bros.	Laundry Soap	1938	4	X	Participating	X			X			1 M.	1	6	9	Premiums
N. Y. Chemical Co.	Bleach	1941	1	X	Announcements	X		13	X			1 M.	1	6	2	None
Mutual Citrus Products Co.	Pectin	1938	4	X	Dramatic	X	X	?	X			5 M.	?	3-5	3	None
Churngold Corp.	Oil	1939	3	X	Ann., and Home Economics	X			X			200 W.	1	5	3	Premiums
Haskin Bros.	Gran. Soap	1939	3	X	Participating	X			X			1 M.	1	6	9	Premiums
Grocery Store Products, Inc.	Cream of Rice	1940	2	X	Announcements	X					X	1 M.	5	?	2	Samples
Forst Packing Co.	Beef and Sausage	1939	3	X	Announcements, Musical	X	X	18			X	15 M.	?	5	4	Booklets
A Midwest Coffee Co.	Coffee	1933	5	X	Five Types	X	X	20			X	1-15 M.	?	1-6	21	Contests
Another Bakery	Bread	1939	2	X	Musical	X	X	17	X			15 M.	1	6	7	None
DRUG STORE PRODUCTS																
Mid-West Drug Co.	"Morning After"	1934	5	X	Dramatic	X	X	15			X	15 M.	?	4	120	None
Eastern Candy Co.	Candy Bars	1940	2	X	Musical Dramatic	X					X	30 M.	1	1	8	Contest
Liniment Co.	Liniment	1937	5	X	Announcements	X					X	1 M.	1	6	8	None
Eastern Manufacturer	Dye	1936	2	X	Announcements	X	X	?	X			1 M.	3	5	14	None
Mid-West Manufacturer	Tissues	1941	1	X	Announcements	X			X			30 W.	Sev.	Sev.	15	None
Deisel-Wemmer-Gilbert	R. G. Dun Cigars	1931	5	X	Sports, Dramatic	X					X	30 M.	1	5	18	Booklet
Western Medical Co.	Severals	?	5	X	Variety, News	X	X	30	X			15 M.	1	5	15	None
Peter Paul, Inc.	"Mounds"	1939	3	X	News	X					X	5-10 M.	?	2	10	Contest
AUTOMOTIVE PRODUCTS																
Eastern Oil Co.	Oil and Gas	1932	5	X	News, Sports	X			X			15 M.	1	1	90	None
National Refining Co.	"En-ar-co"	1940	2	X	Announcements	X					X	1 M.	1	6	45	Premiums
Standard Oil Co. of Ohio	"Sohio"	1928	5	X	News	X					X	Varies	Varies	?	100	Booklets
Chrysler Corp.	Chrysler	1936	5	X	News, Announcements	X	X	?			X	5 M.	3-5	?	60	None
Nash-Kelvinator Corp.	Nash	1936	4	X	Jingles	X	X	4			X	15 M.	2	7	130	None
A Leading Independent	\$1500 Car	1940	2	X	Various	X	X	4			X	1 M.	2	?	85	None
Dodge Motor Car Co.	Dodge	1931	5	X	Announcements	X	X	25			X	2 M.	1-5	?	15	None
Mid-West Oil Co.	Gas and Oil	1934	5	X		X					X					
BEVERAGES																
Eastern Company	Root Beer	1931	3	X	Announcements	X	X	?			X	35-100 W.	?	3	15	None
A National Brewer	Beer	1941	1	X	Sports	X					X	15 M.	1	6	10	None
Pacific Coast Brewer	Beer	1941	1	X	Announcements	X	X	5			X	1 M.	1	3	35	None
Acme Brewing	Beer	1937	2	X	Variety	X	X	100			X	30 M.	1	1	15	None
An Ohio Brewing Co.	Beer	1933	5	X	Musical-Dramatic	X	X	?			X	1 M.	3	5	50	None
Coca-Cola (Cincinnati)	Coca-Cola	1939	3	X	Musical	X	X	?			X	?	1	5	3	Booklets
Barg Bottling Co.	Root Beer	1939	3	X	Announcements	X					X	100 W.	4	?	2	Samples
A Michigan Brewer	Beer	1938	3	X	Announcements	X	X				X	50 W.	2	?	4	None
An Ohio Brewer	Beer	1939	3	X	Announcements-Variety	X	X	100			X	Varies	Varies	Varies	15	None
N. Y. Wine Co.	Wine	1939	3	X	Announcements-Musical	X	X	?			X	1-15 M.	?	200*	4	None
A North West Brewer	Beer	1939	3	X	Announcements-Musical	X	X	?			X	Varies	?	?	R.	"Money"
HOME MAINTENANCE																
National Lead Co.	Dutch Boy	1939	3	X	Quiz	X	X	1			X	30 M.	1	1	7	Contests
Kerr Glass Mfg. Co.	Jars	1941		X	Announcements	X					X	1 M.	1	1	14	Booklets
Nash-Kelvinator Corp.	Kelvinator	1937	5	X	Announcements, Jingles	X	X	2			X	1 M.	?	7	50	None
Cleveland Co-op Stove Co.	Gas Range	1940	2	X	Musical	X	X	7			X	15 M.	1	6	3	None
Day & Night Heater Co.	Water Heater	1935	5	X	Announcements	X					X	25-100 W.	2	6	9	None
An Eastern Coal Co.	Coal	1937	5	X	Dramatic	X	X	10			X	30 M.	1	1	20	None
Rex Cole, Inc.	G. E. Refrigerator	1941		X	Announcements	X					X	100 W.	2	5	4	None
A Bedding Co.	Mattresses	1939	3	X	Announcements, Musical	X	X	20			X	1 M.	?	3-5	18	None
A Stove Co.	Oil Stoves	1940	2	X	Announcements	X	X	4			X	1 M.	?	3	75	Booklets
An Oil Co.	Insect Spray	?	4	X	Announcements	X		10			X	1 M.	?	2-3	15	None
RETAIL ESTABLISHMENTS																
Large Sectional Chain	Coffee	1935	5	X	Dramatic	X	X	20			X	15 M.	1	5	25	None
Gamble Stores	Hardware, Auto	1936	5	X	Announcements	X					X	30-100 W	1	?	24	None
Nation-wide Chain	General	1937	5	X	Announcements	X					X	1 M.	6	6	4	Price Ap
Michigan Department Store	General	1933	5	X	Announcements, Variety	X	X	2			X	15 M. 100 W.	3	6	5	Contests
A Clothing Chain	Men's Wear	1937	5	X	News	X					X	10 M.	?	5	10	None
Credit Jewelry Chain	Jewelry	1926	5	X	News, Music	X	X	?			X	30 M.	1	6	9	None
Illinois Clothier	Men's Wear	1941		X	Musical	X	X	?			X	1 M.	2	6	14	None
Grocery Chain	Foods	1926	5	X	Ann., and Home Economics	X					X	15 M.	1	6	1	None
MISCELLANEOUS																
A Famous Seed Co.	Garden Seeds	1937	5	X	Announcements, Variety	X	X	20			X	1 M, 15 M.	?	?	?	Booklets
National Schools	Correspondence	1940	2	X	News, Musical	X					X	15 M.	?	1-4	20	Free Inf
American School	Correspondence	1941		X	News, Musical	X					X	15 M.	1	?	4	Free Inf
Doubleday Doran, Inc.	Books	1940	2	X	Talk	X		5			X	5 M.	1	?	20	Mail Or
Federal Life & Casualty Co.	Insurance	1940	2	X	News, Musical	X					X	15 M.	4	?	6	Free Inf
Rubber Company	Heels	1935	3	X	Announcements, Sports	X	X				X	15 M., 30 W.	?	3-6	2	Prizes
A Second Rubber Company	Heels	1941		X	Announcements, Musical	X	X	7			X	1 M.	1	2	30	None
A Watch Co.	Watches	1928	5	X	Announcements	X	X	?			X	15 M.	5	?	40	Booklets
Bekins Van & Storage Co.	Furniture	1934	5	X	Announcements	X	X	?			X	35-100 W.	1	?	8	None
Religious Broadcaster	Religion	1933	5	X	Talks	X	X	5			X	60 M.	1	1	85	Letters
Accident Insurance Co.	Insurance	1935	5	X	Announcements, News	X	X	?			X	5-15 M.	?	6	R.	Booklets
Queen Optical Co.	Optometry	1932	5	X	Announcements, News	X					X	50 W.	12	7	4	Price of

\* Company appears on the air 200 times per week.

R—Refused.

‡ 1-min. broadcast: 3 times a day, 5 days a week. 15-min. broadcast: Once a day, 6 days a week.

# ed by Typical Users of Spot Radio

941, by Ross Federal for SALES MANAGEMENT.

How Many Stations?	TYPES OF INQUIRY APPEALS USED	SPECIAL DISPLAY TIE-UPS FOR LOCAL USE?	METHODS USED IN CHECKING RESULTS (In addition to listener response)	FUTURE PLANS Spot Expenditures Expected to Be:			COMMENT	COMPANY
				More	Same	Less		
18	Booklets	Yes	Dealer and sales		X		Member participating program	GROCERY STORE PRODUCTS Calavo Growers of California California Fruit Growers Exchange A Leading Miller A Leading Miller A Leading Miller Ward Baking Co. B. T. Babbitt Co. An Eastern Soap Co. A Western Coffee Co. A Pacific Coast Soap Co. Chemicals, Inc. Carnation Co. A Big Baking Co. A Big National Dairy California-Grown Sugar Group A Milling Company An Association A Packer Haskin Bros. N. Y. Chemical Co. Mutual Citrus Products Co. Churngold Corp. Haskin Bros. Grocery Store Products, Inc. Forst Packing Co. A Midwest Coffee Co. Another Bakery
32	None	No	Jobber sales			X	Announcements used primarily	
24	Contests, Premiums	Yes	Jobber and dealer sales, inventories		X		Went off air 60 days ago	
34	Booklets, Contests, Premiums	Yes	Jobber and dealer sales, inventories		X			
100	Contests, Premiums	Yes	Jobber and dealer sales, inventories		X		Also use announcements and home economics	
53	None	No	Over-all sales results		X			
4	Booklets, Premiums	No	Total sales results		X		Future plans undecided	
R. 4	Booklets, contests, prem.	No	Dealer sales, coincidentals	X			Uses announcements, news, musical, dramatic and home economics	
24	Special Offers	Yes	Dealer sales, coincidentals	X				
31	Premiums	Yes	None		X		Member participating program	
5	Booklets, Premiums	No	Jobber, dealer sales	X			Expect to spend "a great deal more"	
1	Contests	Yes	Retail sales		X		Distribution limited to Bay Area	
20	None	Yes	Coincidentals	X			Drama 3 times weekly, news 6 times, announcements 20 times	
21	Contest, Premiums	Yes	Coincidentals, dealers sales				Future plans undecided	
10	Booklets	Yes	Jobber sales		X		First year's operation of cooperative group	
12	Premiums	Yes	None	X				
24	None	No	None				Future plans Undecided	
3	Premiums	Yes	Dealer reactions	X				
9	Premiums	Yes	Dealer, jobber sales					
2	None	Yes	Dealer sales, inventories	X				
3	None	No	None				On participating show	
3	Premiums	Yes	Premium requests	X			Also furnish transcriptions to Southern dealers	
9	Premiums	Yes	Dealer reactions		X			
2	Samples, Premiums	No	None	X			Also on participating program	
4	Booklets, Premiums	Yes	Dealer sales		X			
21	Contests, Premiums	Yes	Jobber sales	X				
7	None	Yes	Dealer sales	X				
120	None	Yes	New Program	X				DRUG STORE PRODUCTS Mid-West Drug Co. Eastern Candy Co. Liniment Co. Eastern Manufacturer Mid-West Manufacturer Deisel-Wemmett-Gilbert Western Medical Co. Peter Paul, Inc.
8	Contest, Premiums	Yes	Jobber sales coincidentals		X			
14	None	No	Over-all results		X			
14	None	No	Consumer home surveys	X			Stations being added as distribution increases	
15	None	No	Dealer sales				Special tests made where newspapers not used	
18	Booklet	Yes	Jobber sales	X				
15	None	No	Jobber sales	X			One program will remain same, other expand if test successful	
10	Contest, Premiums	No	Coincidentals		X		Report on California stations only	
90	None	Yes	Dealer sales		X			
45	Premiums	Yes	Dealer sales		X			
100	Booklets, Samples	Yes	Coincidentals, jobbers and retail sales			X	Well satisfied with spot	AUTOMOTIVE PRODUCTS Eastern Oil Co. National Refining Co. Standard Oil Co. of Ohio Chrysler Corp. Nash-Kelvinator Corp. A Leading Independent \$1500 Car Dodge Motor Car Co. Mid-West Oil Co.
60	None	No	Special surveys		X		Dealer Co-op Plan	
130	None	No	Queries to buyers, dealer sales	X			Production must be curtailed	
85	None	No	None		X		Total advertising budget decreased	
15	None	No	Jobbers sales		X		Future plans contingent on production	
15	None	No	None				Co-op plan with jobbers	
15	None	No	None				Future plans undecided	
10	None	Yes	Dealer sales	X			Program during baseball season	
35	None	No	Dealer and jobber sales				Test campaign	
15	None	Yes	Coincidentals		X			
50	None	No	Dealer sales		X		"Agent and client both sold on spot"	BEVERAGES Eastern Company A National Brewer Pacific Coast Brewer Acme Brewing An Ohio Brewing Co. Coca-Cola (Cincinnati) Barg Bottling Co. A Michigan Brewer An Ohio Brewer N. Y. Wine Co. A North West Brewer
3	Booklets	Yes	None		X			
2	Samples	No	Dealer inquiries	X			Purpose to approach point of sales advertising	
4	None	No	Dealer and jobber sales		X		Used to keep distributors satisfied	
15	None	Yes	Dealer sales		X		Radio seems outstandingly popular with distributors	
4	None	Yes	Coincidentals, jobber sales		X			
R. 4	"Money Back"	No	None					
7	Contests	Yes	Coincidentals		X		Spot used on coast to augment network in inaccessible spots	
14	Booklets	Yes	Dealer reactions	X			Test campaign very satisfactory	
50	None	No	Dealer sales		X		Budget will depend on defense program	HOME MAINTENANCE National Lead Co. Kerr Glass Mfg. Co. Nash-Kelvinator Corp. Cleveland Co-op Stove Co. Day & Night Heater Co. An Eastern Coal Co. Rex Cole, Inc. A Bedding Co. A Stove Co. An Oil Co.
3	None	Yes	None	X			"ASCAP fight has reduced effectiveness"	
9	None	Yes	None		X		"Possibly more"	
20	None	Yes	Dealer sales	X				
4	None	No	Dealer sales		X		Using announcements in 4 languages	
18	None	Yes	None	X				
75	Booklets	No	None	X			Next campaign calls for 39 five minute transcriptions	
15	None	No	Dealer and jobber sales	X				
25	None	Yes	Direct sales	X				
24	None	No	Store inventories	X			Spot radio budget increased every year	RETAIL ESTABLISHMENTS Large Sectional Chain Gamble Stores Nation-wide Chain Michigan Department Store A Clothing Chain Credit Jewelry Chain Illinois Clothier Grocery Chain
4	Price Appeals	Yes	None	X				
5	Contests	Yes	None		X			
10	None	Yes	None		X		"Little waste and concentrated audience"	
9	None	No	None	X			Used spot consistently since 1926	
14	None	No	None	X				
1	None	No	None	X				
20	Booklets, Premiums	No	Direct sales	X				
4	Free Information	No	Direct sales	X			Expanded after successful test	
20	Mail Orders	No	Direct sales	X			"Excellent results"	MISCELLANEOUS A Famous Seed Co. National Schools American School Doubleday, Doran, Inc. Federal Life & Casualty Co. Rubber Company A Second Rubber Company A Watch Co. Bekins Van & Storage Co. Religious Broadcaster Accident Insurance Co. Queen Optical Co.
6	Free Information	No	Inquiries	X			Salesmen close one out of three inquiries	
2	Prices	Yes	None		X		May expand	
30	None	Yes	Dealer sales	X				
40	Booklets	No	Sales force	X			Also furnish transcriptions to dealers	
8	None	No	Over-all sales		X			
85	Letters	No	None	X				
R. 4	Booklets	No	None		X			
4	Price of Service	No	None			X	Also 18 quarter hour news programs	

In addition to checking jobber and dealer sales, this company inventories stores and homes.

### MOHAWK VALLEY SEES BIG BUYING BOOM AHEAD

Construction on new \$15,000,-  
000 air depot to start  
September 1, 1941.

Utica—Defense spending will  
create one of the biggest buy-  
ing booms the Mohawk Valley  
has known in years. Smart

## "Big Sales from Little Commercials Grow"

especially if the commercials are heard over  
WIBX. This booming territory provides fertile  
ground for your advertising message to take  
root and build your sales to oak tree  
proportions.

"The voice of the Mohawk Valley"

# WIBX

UTICA

CBS

NEW YORK

38% said that transcription costs were  
less than 10% of the station  
time.

21% said 10-19%

22% said 20-29%.

8% said 30-49%.

11% said 50% and over.

### Times of Day? How Long?

Respondents were asked whether  
their spot programs appeared daytime  
only, evening only, or day and eve-  
ning. The answers showed great vari-  
ations between types of business, with  
grocery store products showing much  
greater preference for daytime hours  
than the other classifications. The  
total results for the 100 advertisers  
show 49% preferring daytime, 16%  
evening time and 35% day or evening

or day and evening.

Respondents were asked how many  
minutes (or words) on their present  
program and the breakdown showed:

44% said one minute or less.

10% said two to five minutes.

7% said six to fourteen minutes.

24% said 15 minutes.

11% said 30 minutes.

4% said 60 minutes or more.

A positive trend shows up in com-  
parison of the 1936 and 1941 studies  
toward the use of spot broadcast  
periods which are longer than the one-  
minute or fractional minute announce-  
ments, but under the quarter-hour pro-  
grams. Sponsors of newscasts and  
sports programs particularly are buy-  
ing more and more time in the five  
and ten-minute groups. In 1936,

46% of the advertisers had programs  
of 15 minutes or more, while in the  
current study the figure has dropped  
slightly—to 39.

### How Many Times Per Day — or Per Week?

Rival sellers of advertising, such as  
newspapers and magazines, will look  
with envy on the answers to this ques-  
tion:

61% have one "insertion" a day.

9% are on the air twice a day.

22% are on more than twice.

8% say "It varies."

The above doesn't mean of course  
that advertisers as a whole are on the  
air several times *every* day—although  
this is true of a considerable number,  
for the answers to that part of the  
question dealing with how many days  
a week the firm broadcasts, show:

20% broadcast once a week.

24% broadcast two to four times a  
week.

56% broadcast five to seven times a  
week.

The number of advertisers broad-  
casting five to seven times a week is  
substantially greater today than it was  
at the time of the 1936 survey. The  
items of consistency and frequency in  
radio advertising are undoubtedly re-  
sponsible to a very considerable extent  
for the successful use of the medium  
—and yet advertisers who have found  
this to be true about radio will adver-  
tise three or four times a year in news-  
papers or magazines and then com-  
plain about lack of results! The uni-  
versal method of keeping track of the  
passage of time through the measuring  
device called a clock seems to have  
been responsible for making many ad-  
vertisers successful despite themselves  
—through giving station owners the  
power to *make* them stick to a sched-  
ule which is good business for the sta-  
tion and good business for the adver-  
tiser.

## Have you any merchandising problems in BALTIMORE?

We will help  
you solve them  
intelligently!



# WFBZ

MARYLAND'S PIONEER  
BROADCAST STATION

NATIONAL REPRESENTATIVE  
EDWARD PETRY & COMPANY



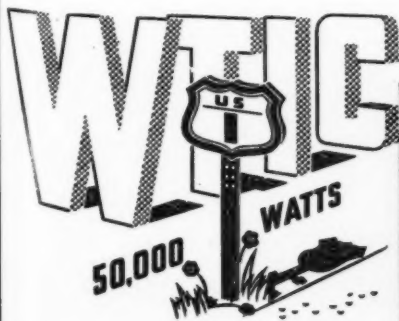
## IN AMERICA'S NO. 1 MARKET

This fall, Connecticut and the rest of the Southern New England market will experience its biggest season in many years. More people than ever are at work, pay rolls are larger, and the per family income is 52% above the national average.\*

Wide awake national advertisers will depend upon WTIC to reach the friendly people of this rich, industrial area. For more than 16 years, WTIC has had their attention and respect. WTIC's power and authority can do a real selling job for you if you'll merely give us the word.

We're ready for action! Are you?

\* SALES MANAGEMENT, May 1, 1941



### DIRECT ROUTE TO AMERICA'S NO. 1 MARKET

*The Travelers Broadcasting Service Corporation  
Member of NBC Red Network and Yankee Network*

Representatives: WEED & COMPANY, New York, Chicago, Detroit, San Francisco

## GLORIFY YOUR SALES STORY



Add life and luster to even the most commonplace page. Transparent acetate mount covers give protection against dirt, dust, moisture and finger prints and are durable to stand the gaff of constant use.

### AMFILE ALL-PURPOSE BINDER

Shows to best advantage photographs of your merchandise, samples, testimonials, price lists, etc. Makes dandy loose-leaf catalog, easy to fill or change pages. Overall size  $9\frac{3}{4} \times 11\frac{3}{4} \times 1$ ".

Equip your representatives with these new ultramodern AMFILES that stay flat while open. Covers of serviceable, Latex-impregnated material, neatly embossed. Choice of red, blue, green, brown or black.

Complete binder with 12 black, 12 white mounts and 12 acetate covers \$3.25.

See at stores or let us submit a binder for your inspection. Please mention color you prefer.

**AMBERG FILE & INDEX CO.**  
1683 DUANE BLVD. KANKAKEE, ILL.

## WHERE GOOD FELLOWS GET TOGETHER

*in Los Angeles*

• "Host of the Coast," called the convention hotel of the West. A 1500 room institution with an earned reputation for congenial hospitality and flawless service no matter the occasion.

• With a score of meeting rooms seating 12 to 1200, the West's largest hotel ballroom, six cafes . . . and all under the one roof, in the center of the theatre and shopping district. Surely you'll plan your stay in California at —

**Biltmore HOTEL**  
LOS ANGELES



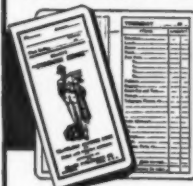
**Y**OU'LL like the Lennox in St. Louis, too. Here in a handy downtown location, you'll find cheery, comfortable surroundings . . . sleep-inviting beds, famous food and drink . . . everything to make your stay pleasant.

All rooms are noiseproofed . . . have private bath, radio and guest-controlled air-conditioning. Rates: 50% of all rooms \$3.50 or less, single; \$5.00 or less, double.



## CALLING ALL TRAVELERS!

KEEP YOUR EXPENSES IN



**BEACH'S**

"Common Sense"

**EXPENSE BOOKS**

Get them from your stationer or write to

**Beach Publishing Co., Detroit, Mich.**  
7338 Woodward Avenue



Send For Free  
Profusely Illustrated  
Literature

**SIGNS OF LONG LIFE**  
by **ARTKRAFT**  
SIGN CO., LIMA, OHIO

## How Many Stations?

Because so many advertisers who were respondents in this survey use a very large number of stations for spot advertising, the arithmetical average of number of stations used per advertiser is well over 20. The median average is, however, about ten—meaning that as many spot advertisers use less than ten stations as use more.

## Distributors' Arrangements

In answer to the question, "Are local distributors or retailers mentioned by name?" the answer was, "No," 73%; "Yes," 18%; "Occasionally or Sometimes," 9%.

When asked, "Do local distributors or retailers pay part of cost of station time . . . or transcriptions . . . or both . . .?" the answers were that only 10% paid part of the station time and about 2% part or all of the transcription cost . . .

## Inquiry Appeals

When asked what appeals are used to get inquiries or responses, 47% of the respondents said, "None"; 24% said premiums or prizes; 16%, booklets; 13%, contests; 4%, samples, and 11% mentioned such miscellaneous types as price reductions for a limited period, maps and free information. In the food field, 18 out of 34 offer premiums. The comparison with the 1936 study shows twice as many companies offering premiums today.

Another trend is seen in the increased number of companies who have the listener send inquiries direct to them instead of to the station. More than 70% of the advertisers instructed listeners to get in touch with them or with local dealers.

## Special Displays for Local Use

In 1936 there was a 50-50 division between companies who prepared special merchandising or display tie-ups prepared for local use and those who did not; today the percentage is almost the same—52% "Yes" and 48% "No."

These special displays are most often installed by the manufacturers' own representatives. The percentages are as follows:

Advertisers' own men, 55%.  
Dealers or distributors, 22%.  
The radio station, 11%.  
Local display organization, 6%.  
Scattering, 6%.

## Radio Teamed with Newspapers

Respondents were asked whether newspaper advertising was used simul-

taneously with the spot broadcasting; and, if yes, whether to advertise the program primarily or the product primarily, and in all cities where radio was used or only in some cities.

Newspaper advertising is used simultaneously with spot broadcasting by slightly over 60% of these typical companies. Of these newspaper advertisers, 17% say that they use it primarily to promote the program, 83% use it primarily to promote the product. The great majority of those using it to promote the program run newspaper copy in all cities where they are using radio stations, but in the larger group of companies—those using newspaper advertising primarily to promote the product—there is an almost equal division between those who use it in some cities and those who use it in all cities.

### Methods of Checking Results

A quarter of all respondents say that they make no special efforts to check results and a slightly higher percentage use only indirect methods, such as "overall sales results" and reaction from district managers, salesmen, jobbers and dealers. About 20% use such scientific methods as radio coincidental surveys, store inventories, and house inventories. Five of the companies who cooperated in the survey are in what is generally called the mail-order business, and they are the ones who know most precisely whether a specific type of advertising is profitable.

### Future Plans on Spot Radio

The precise question asked was, "Do future plans contemplate more . . . some . . . less . . . expenditures for spot radio?" Of the respondents, 46 said more; 42, same; three, less; and five, undecided. Among the undecided were most of the makers of heavy equipment such as automobiles and refrigerators who pointed out that their future plans would be dictated by the OPM and the Army. One of the motor car executives was sure, however, that no matter what happened, there would be an increase in spot radio for his company. He pointed out that "we consider magazines, billboard and network as national or factory copy. Newspapers and spots are local or dealer advertising. The co-operative funds will be used to increase spot no matter what Washington decrees about new car production because the local dealer will always have a problem with used cars in addition to the new."

As pointed out earlier in this article, many of the respondents commented on the pressure exerted on them by their field and sales organizations for greater use of spot radio, and it seems apparent that many of the companies which make no effort to check sales results exactly are quite satisfied to use spot radio because it keeps both the direct and the indirect sales organizations happy. Several stress the importance of pre-selling spot radio campaigns to dealers before the broadcasting starts and one went so far as to say that the effectiveness of any spot radio campaign would be doubled if a good pre-selling job were done.

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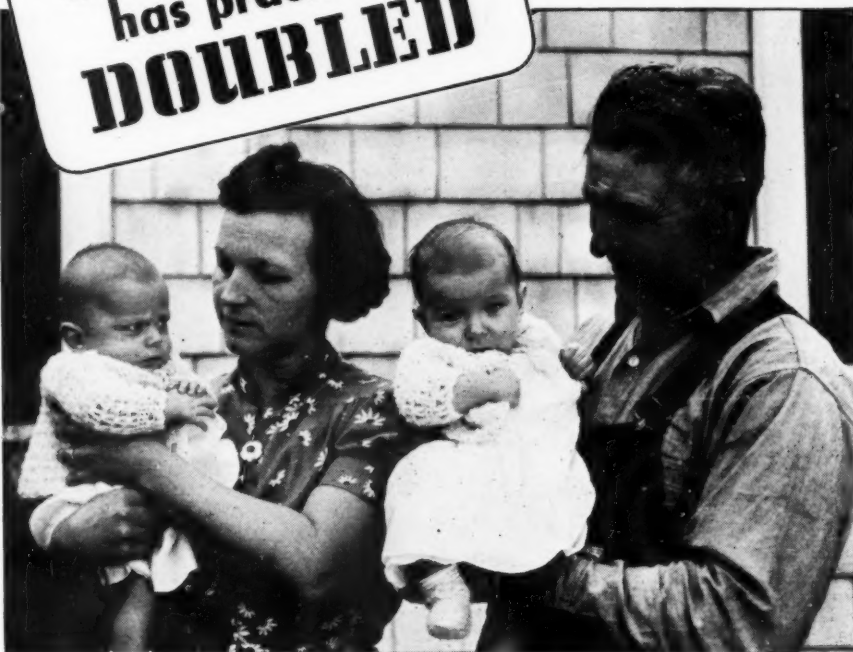
## DEPENDABLE!

When you send or receive anything—sales presentations, displays, samples or printed matter—by RAILWAY EXPRESS you know your shipment will arrive *where* and *when* you want it. Rates are economical. Service is nation-wide.

Just phone us.

**RAILWAY EXPRESS**  
AGENCY INC.  
NATION-WIDE RAIL-AIR SERVICE

**OUR FAMILY  
has practically  
DOUBLED**



With WIBW's 500% increase in nighttime power (still on our enviable 580 kc frequency) OUR FAMILY has increased 173.4%\* . . . upped by 691,220 radio homes . . . in round numbers, over two and a half million more listeners.

Brother, that's a spot market! One that's already bringing an avalanche of response to advertiser's sales messages—backed by such proved producers as WIBW programs, personalities, news and service features. It's an unexploited market that will amply repay your investigation.

\* In 1/2 mv area alone.

**WIBW** IN TOPEKA *"The Voice of Kansas"*  
COLUMBIA OUTLET FOR KANSAS  
BEN LUDY, Gen. Mgr.  
REPRESENTED BY CAPPER PUBLICATIONS, INC.  
NEW YORK DETROIT CHICAGO KANSAS CITY SAN FRANCISCO

MONTREAL TORONTO WINNIPEG **GIBBONS KNOWS CANADA** REGINA CALGARY EDMONTON VANCOUVER  
J. J. GIBBONS LIMITED • ADVERTISING AGENTS

Month after month, 101 department stores\* run full-page advertisements like these... 'tied in' with Good Housekeeping editorial articles... promoting merchandise advertised in Good Housekeeping. No other magazine offers such an extension of its services to its advertisers...because in no other magazine do advertisers, retailers and consumers place so much confidence!

# Good Housekeeping

links all three

READER CONFIDENCE

RETAILER CONFIDENCE

NO OTHER MAGAZINE CAN OFFER THIS POINT

Holmes

LOWENSTEIN'S

Steiger's

Lawson's

Bullock's

Whitney's

**\*These stores are part-and-parcel of this  
Good Housekeeping exclusive!**

Albany, Ohio . . . . . M. O'Neil Co.  
Albany, N.Y. . . . . Rosenberg Bros.  
Allentown, Pa. . . . . W. M. Whitney & Co.  
Atlanta, Ga. . . . . H. Leh & Co.  
Baltimore, Md. . . . . Rich's Dept. Store  
Binghamton, N.Y. . . . . Hochschild Kohn Co.  
Birmingham, Ala. . . . . Fowler, Dick & Walker  
Boise, Idaho . . . . . Louis Pizitz D.G. Co.  
Boston, Mass. . . . . C.C. Anderson Stores  
Bridgeport, Conn. . . . . R. H. White & Co.  
Bristol, Tenn. . . . . Howland D.G. Co.  
Buffalo, N.Y. . . . . H. P. King Co.  
Butler, Pa. . . . . Adam, Meldrum, Anderson Co.  
Cedar Rapids, Iowa . . . . . F. S. Troutman Co.  
Champaign, Ill. . . . . The Killian Co.  
Chattanooga, Tenn. . . . . W. Lewis & Co.  
Chicago, Ill. . . . . Loveman's Inc.  
Cincinnati, Ohio . . . . . Carson, Pirie Scott & Co.  
Clarkburg, W. Va. . . . . H. & S. Pogue  
Cleveland, Ohio . . . . . Parsons-Souders Co.  
Columbus, Ga. . . . . The Higbee Co.  
Dayton, Ohio . . . . . J. A. Kirven Co.  
Decatur, Ill. . . . . Elder & Johnston Co.  
Denver, Colo. . . . . Gebhart-Gushard Co.  
Denver, Iowa . . . . . Denver Dry Goods Co.  
Duluth, Minn. . . . . Roshek Bros. Co.  
Elgin, Ill. . . . . Duluth Glass Block Co.  
Elizabeth, N. J. . . . . Joseph Spiess Co.  
Elkhart, Ind. . . . . Levy Bros.  
Erie, Pa. . . . . Popular Dry Goods Co.  
Flint, Mich. . . . . Ziesel Bros. Co.  
Grand Rapids, Mich. . . . . Trask, Prescott, Richardson Co.  
Green Bay, Wis. . . . . Smith-Bridgman & Co.  
Greenville, S. C. . . . . Paul Steketee & Sons  
Harrisburg, Pa. . . . . H. C. Prange Co.  
Huntington, W. Va. . . . . Meyers-Arnold Co.  
Indianapolis, Ind. . . . . Pomeroy's, Inc.  
Jackson, Mich. . . . . Anderson-Newcomb  
Jamestown, N. Y. . . . . Wm. H. Block Co.  
Johnstown, Pa. . . . . L. H. Field Co.  
Joliet, Ill. . . . . Abrahamson-Bigelow Co.  
Kansas City, Mo. . . . . Penn Traffic Co.  
Lancaster, Pa. . . . . The Boston Store  
Lansing, Mich. . . . . Emery, Bird, Thayer  
Lexington, Pa. . . . . The Hager Store  
Lexington, Ky. . . . . J. W. Knapp Co.  
Logansport, Ind. . . . . E. E. McMeen & Co.  
Los Angeles, Cal. . . . . Purcell Co., Inc.  
Seybold Dry Goods  
Bullock's  
Lowell, Mass. . . . . A. G. Pollard  
Madison, Wis. . . . . Harry S. Manchester, Inc.  
Memphis, Tenn. . . . . Lowenstein's  
Milwaukee, Wis. . . . . The Boston Store  
Montreal, Can. . . . . Henry Morgan & Co., Ltd.  
Muncie, Ind. . . . . The Ball Stores  
New Orleans, La. . . . . D. H. Holmes, Ltd.  
Norfolk, Va. . . . . Smith & Welton, Inc.  
Oakland, Cal. . . . . H. C. Capwell Co.  
Okla. City, Okla. . . . . John A. Brown Co.  
Omaha, Neb. . . . . J. L. Brandeis Co.  
Oneonta, N. Y. . . . . Oneonta Dept. Store  
Orlando, Fla. . . . . Yowell-Drew Co.  
Philadelphia, Pa. . . . . Gimbel Bros.  
Pittsburgh, Pa. . . . . Kaulmann's  
Plainfield, N. J. . . . . England Bros.  
Portland, Me. . . . . Rosenbaum Bros.  
Portland, Ore. . . . . Porteous, Mitchell & Braun Co.  
Portsmouth, Ohio . . . . . Meier & Frank  
Providence, R. I. . . . . The Marting Bros. Co.  
Reading, Pa. . . . . The Shepard Store  
Richmond, Va. . . . . Pomeroy's, Inc.  
Rochester, Minn. . . . . Miller & Rhoads  
Rochester, N. Y. . . . . C. F. Massey Co.  
Sacramento, Calif. . . . . Sibley, Lindsay & Curr Co.  
St. Louis, Mo. . . . . Hale Bros.  
St. Paul, Minn. . . . . Scruggs-Vandervoort  
Salisbury, Md. . . . . Barney Dry Goods Co.  
Salt Lake City, Utah . . . . . The Emporium  
Zions Co-operative Mercantile Institute  
San Francisco, Calif. . . . . The Emporium  
Savannah, Ga. . . . . Leopold Adler Co.  
Scranton, Pa. . . . . Scranton Dry Goods Co.  
Seattle, Wash. . . . . Frederick & Nelson  
Sheboygan, Wis. . . . . H. C. Prange Co.  
South Bend, Ind. . . . . Robertson Bros.  
Spokane, Wash. . . . . The Crescent  
Springfield, Mass. . . . . Albert Steiger Co.  
Syracuse, N. Y. . . . . A. B. Wyckoff  
Toledo, Ohio . . . . . Lamson Bros. Co.  
Tulsa, Okla. . . . . The Crosby Bros. Co.  
Topeka, Kans. . . . . Brown-Dunkin Co.  
Uniontown, Pa. . . . . Wright-Metzler Co.  
Washington, D. C. . . . . The Hecht Co.  
Wheeling, W. Va. . . . . Stone & Thomas  
Wichita, Kans. . . . . Geo. Innes D. G. Co.  
Wilkes-Barre, Pa. . . . . Pomeroy's, Inc.  
Worcester, Mass. . . . . MacInnes Co.  
Youngstown, Ohio . . . . . G. M. McKelvey Co.

ADVERTISER  
CONFIDENCE

OF SALE INFLUENCE

# What Can We Do with Salesmen Who Think They Do Not Need Supervision?

One answer: Show the men that a supervisor is not a "boss," but one who is charged with the job of pumping sound sales ideas from the home office to the field.

BY E. B. OSBORN

*Sales Manager, Economics Laboratory,  
St. Paul, Minn.*

WITH a rapidly expanding sales organization, one of our most pressing problems became the need for more supervisors and better supervisors, and also for a new understanding of the relationship between each man in the field and his direct superior.

Any understanding calls for words, sometimes lots of them, and though words in many cases are unimportant, in the term "boss," as it is ordinarily used, there can be a great mountain of misunderstanding—misunderstanding that can cause as much trouble in the board of directors' room as it can to the salesmen out in the field.

Though the term "boss" had almost never been used in our organization, we found that from the top down there needed to be a new conception of the functions of the man who was selected to supervise salesmen. Though in the beginning we had not expected to find misconception at all among the officers of the company, we did find some.

## Why Supervise Supervisors?

Because here and there an officer of the company still thought of a supervisory system as an array of foremen or "bosses," strategically placed where they could oversee the workers on the rock pile below, sometimes there was difficulty in arriving at an understanding of why some of these supervisors *themselves* needed to be "supervised."

"Why, if the man is good and is worth a salary of \$5,000 to \$6,000 a year or more, does he need a 'boss' over him?" was the question often asked. Why, for instance, did there need to be a regional supervisor, a supervisor over other supervisors? The feeling was that certainly such men did not need to be watched. They could be trusted or they would not have been selected as supervisors in

the first place. So why the expense—why the extra overhead?

A lot of explaining and understanding became necessary. Should a supervisor be considered as "overhead," or should he be considered as a producer? This, of course, depended upon a conception, and we found that the conception was not a matter of terminology, not a matter of hair-splitting at all. It was something so basic to the success of our expanding business that it required constant spotlighting. Explain we did, and the reward was worth all the effort; for as a single unit, the entire management got behind the sales department plan—and stayed there.

## Assistants, Not Whips

Leaving for the moment the administrative end of the business, we came to perhaps an even graver problem: That of placing supervisors over certain of the oldtimers in the sales force—and having them like it. Because formerly we ourselves had been as guilty in our conception of the meaning of the word "supervisor" as the salesmen were, without a changed conception there could automatically have been created fuel for many a hot session in the hotel room, for many a sullen acceptance of the inevitable on the part of a salesman, for many a future unseen barrier between the salesman and the man who was to be his "boss."

We knew the problem we faced. It is the same problem any successful small business would face as it expands. We knew that in order to avoid a high sales force turnover our men must be convinced and must understand that their supervisors were helpers—in fact, almost assistants—rather than "whips." This understanding was a necessity if the oldtimers who had come in when business was in its early struggles were not to join

the line who file through employment offices daily telling their story of what happened when the business they had helped build grew up and left them behind.

We knew we must not treat our old trusted and tried men in the field as so many checkers on a board, dumping on them supervisors without planned forethought. We knew that these older men had pride with a capital "P," and that many of them would naturally feel that they were as good or better than the men placed over them.

Examples of this were the salesmen, or district managers as they were called in our small organization, who had been with us for years and who had never had any other boss but the *Big Boss*. We knew it would be a job to convince them that they needed supervision from someone else. They felt themselves to be self-made in many respects, and what loyalty they owed any one was owed to the man who had originally hired them. We knew that where four or five men in a particular division might accept and work harmoniously with a newly chosen supervisor, there would always be one or more who, no matter how valuable, might cause trouble and dissension.

## Only a Wrong Conception

We had had just enough experience to know that no matter how carefully the supervisor was selected, no matter how well his personality and ability were fitted to those over whom he was placed, still in some cases even this careful approach to the problem was not a howling success.

Then a new conception seemed to dawn on us. Why *make* in a problem? Perhaps the problem was only one that existed in our own minds—in the minds of our officers and in the minds of salesmen and their supervisors. Our experience of the last two years has proved that it's the *conception* of what a supervisory system should mean that counts. Our conception of a sales supervisory system corresponds to the body's own circulatory system. It consists of the heart, the arteries and the veins.

We found all at once that this conception was not a matter of just playing with words. For instance:

A certain salesman who had always worked under a supervisor in one of our large territories was about to be

# WE WERE AMAZED AT BOOT AND SHOE RECORDER'S CLEARLY DEFINED LEADERSHIP IN CIRCULATION, IN READER INTEREST AND IN GENERAL TRADE ESTEEM

**Said E.S. GERBERICH** President GERBERICH-PAYNE SHOE CO.\*  
After a Survey Recently Completed by Them . . .

## HERE ARE THE QUESTIONS THEY ASKED AND THE FINAL RESULTS

### QUESTION 1

Which shoe business papers do you see regularly?.....

### QUESTION 2

Which shoe business papers do you see occasionally?.....

### QUESTION 3

Do you consider any one shoe business paper to be superior to others in editorial content and value in the conduct of your business?.....

BOOT AND SHOE RECORDER	QUESTION 1	QUESTION 2	QUESTION 3†
(Paid Circulation) .....	797	66	473
2nd Publication (Free Circulation).....	112	84	16
3rd " .....	36	42	8
4th " .....	33	18	5
5th " .....	10	26	1
6th " .....	8	5	
7th " .....	2		
8th " .....	2	3	
9th " .....	3	1	1
10th " .....	3	10	1
11th " .....	3		
12th " .....	7	5	
13th " .....	1		
14th " .....	1		
Miscellaneous and Unidentifiable Replies.....	37		

\* Of 5,054 letters and reply cards sent out, the net return was 964, or 19% which is more than an average return.

† Of 964 returns, 505 answered question No. 3.

## BOOT & SHOE RECORDER'S SUPERIORITY

These figures prove Boot and Shoe Recorder's superiority in circulation, in editorial content and in general trade acceptance. They justify Gerberich-Payne's choice of Boot and Shoe Recorder as their advertising medium, and they prove too, the dependability of a paid and ABC audited circulation.

NET PAID CIRCULATION  
Week Ending *June 28th* - 14,934  
**BOOT and SHOE RECORDER**  
Your Direct Line To The Point-of-Sale

*Boot and Shoe*

**R E C O R D E R**

BBP

ABC

A CHILTON PUBLICATION

100 EAST 42nd STREET • NEW YORK CITY

AUGUST 1, 1941



# *Why* KEY MEN READ BUSINESS PAPERS

Because it "... helps  
us think out our own  
business problems"



A. H. GEUTING, 52 years in the shoe business . . . a guiding force in this country's shoe retailing for two generations . . . heads A. H. Geuting Company operating in Philadelphia "America's Master Shoe Store"—a modern, air-conditioned building, fifteen floors high with double front, entirely occupied. This store has everything there is in shoes for the family for every use . . . departmentized . . . "the most complete institution of its kind in the world". Mr. Geuting tells you in his letter: A good shoe Business Paper that sticks to its last "helps us think out our business problems".



## GOOD BUSINESS PAPERS BUILD BETTER BUSINESSES

BAKERS WEEKLY, New York  
BOOT AND SHOE RECORDER,  
New York

BRICK & CLAY RECORD,  
Chicago

DEPARTMENT STORE ECONOMIST,  
New York

CHEMICAL & METALLURGICAL  
ENGINEERING,  
New York

HOTEL MANAGEMENT,  
New York

THE IRON AGE, New York

THE JEWELERS' CIRCULAR-  
KEYSTONE, New York

MACHINERY, New York  
POWER, New York

RAILWAY ELECTRICAL  
ENGINEER, New York

RAILWAY SIGNALING,  
Chicago

SALES MANAGEMENT,  
New York

# Geuting's

AMERICA'S MASTER SHOE STORES

THE GEUTING IDEA IS A SHOE SERVICE, COMBINING STYLE AUTHORITY WITH TRUE ORTHOPEDIC KNOWLEDGE IN FAMOUS SHOES FOR MEN, WOMEN AND CHILDREN



July 7, 1941

Mr. Raymond Bill, Publisher  
Sales Management  
420 Lexington Avenue  
New York, New York

Dear Mr. Bill:

Trade papers have improved wonderfully in the last twenty years. I attribute this in part to the parallel growth of trade association importance. This dates back to the World War when I was President of the National Shoe Retailers Association.

Barney Baruch, head of the War Industries Board, was quick to perceive the advantages of trade associations and used the shoe business as a model for standardizing merchandise and general practice in every industry. No man, therefore, could ignore the trade papers that disseminated the news.

Reading a good shoe magazine is like taking a fact-gathering, friend-visiting trip through the industry at least every month. This is true in spite of the fact that only ten per cent of merchants get the results that are possible from their reading. A trade magazine cannot make a merchant. A man must have it in his blood. Trade papers can awaken the divine spark if he has it in him.

Not all the benefit comes from editorial content. Advertisements help to keep us abreast of what manufacturers have to offer; and occasionally I get from them a merchandising thought, even a headline or phrase we can convert to our own use. I wish, however, that more advertisers would make every element in an advertisement tell me something definite about the product. Good advertising in shoe trade papers gives us facts a retailer needs to know.

A good trade paper, like a shoemaker sticks to its last and has an editorial policy that is devoted to its own trade and nothing else. Such a paper helps us think out our own business problems. That is why I am a constant reader.

Yours very sincerely

*AH Geuting*

P R E S I D E N T

AHG/ep

## A SURVEY SERIES

by Sales Management showing that key men everywhere in industry are regular readers of Business Papers . . . and why. Sponsored by the foregoing Business Papers receiving *unanimous* votes from a jury of disinterested experts for "honest and able editing that renders a real service."

Number

20

given a new territory all his own. He came in to the home office, spent days here going over plans, and an entire program was set up. Then the plans struck a snag.

It was casually mentioned to him that a certain man, formerly a field promotion specialist on one of our products, was to be stationed in the division of which his territory was a part—and that this man was going to visit him occasionally to work with him and help him. The tension was immediate. This salesman had dreamed of being his *own* boss, of having no one over him in this new territory. "Do you mean," he asked, "that I

have to work *under* someone?" The sparks began to fly.

Our approach to his understanding and to the problem is typical of how we met other similar problems with a new conception of the meaning of supervision, with its function explained as a circulatory system. We sometimes, too, call it the "flow idea" of supervision. Its explanation went something like this:

You are going to a new territory. You want to make money; so does the company. How will we both make more money by setting up someone to work with you? We explained to him that his supervisor need by no means

be a better salesman than he, a better collector of credits, or even a better serviceman. He was told that his supervisor might conceivably be slightly lower on the ability scale in all of these respects; so right away we destroyed the idea on the part of both the salesman and his supervisor that there can be any competition between them. The salesman already began to see things in a new light.

We explained that George Smith had been selected as supervisor over his new territory, because of proved ability to absorb quickly and to apply without fuss or fanfare each new sales technique or promotion program which originated at our home office. We explained that some men are simply better sponges than others. They are better able to receive and execute new and experimental ideas than others are, others whose great and important strength lies in the job of selling and of bringing those ideas in their final form to the customer.

#### Channel for Flow of Ideas

We explained to this salesman that if he were to go into a territory all alone, we would actually be short-changing him. Why short-changing? Because we who are paid to do nothing but create and conceive new merchandising ideas, ideas that make money, are simply unable in an expanding business to get out of the office as often as we used to. At best we might be able to see him no oftener than once or twice a year and for only a day, perhaps, then. The salesman was pointedly reminded that almost every important sales tool, sales talk, and sales technique that he uses today was at one time conceived, tested and planned out at his home office. We also reminded him that George Smith, who was to be his supervisor, had as product promotion man helped him to open a number of profitable new accounts on that product. To all this he readily agreed, and a new understanding began to creep in. With it the sparks died down.

We went on to explain that in an expanding organization these new merchandising ideas must be pumped on to him through some other means than by his old "boss." The artery or the channel for these ideas must be through someone who had proved himself (we carefully pointed out again) not so much a superior salesman but superior in his ability to sponge up and pass on these ideas in their undiluted original form to him so that he could utilize them and make money with them as he always had.

Here we are on the track of the

SALES MANAGEMENT

## WORCESTER INDUSTRIAL PAYROLLS



WORCESTER workers are making more than TWICE as much as they made a year ago, according to figures published by the Massachusetts Dept. of Labor & Industries. Here's the story of how Worcester payrolls jump as Worcester factories step up production on National Defense orders.

### Worcester Industrial Payrolls

First 5 Months of 1941 compared with Same Months in 1940

January — UP 22%    March — UP 47%

February — UP 36%    April — UP 56%

**MAY — UP 101%**

The Worcester Market—in the heart of industrial New England—is covered by The Telegram-Gazette alone; there is no other daily paper published in Worcester. Circulation more than 128,000 average net paid daily. Population: City 193,694. City and Retail Zone 440,770.

**The TELEGRAM-GAZETTE**  
**WORCESTER, MASSACHUSETTS**  
*GEORGE F. BOOTH, Publisher*  
 PAUL BLOCK and ASSOCIATES, NATIONAL REPRESENTATIVES  
 OWNERS of RADIO STATION WTAG

"flow idea" of supervision. Both the supervisor and the salesman who is to work with him (not under him) were made to understand that the supervisory system is merely a channel for a new idea, a new sales tool or a new product.

After carefully going over this new conception of supervision with the man in question, his attitude entirely changed, but we then changed our own tactics completely and told him that as long as he felt this way about having a "boss" he would not have to have one. He was told that he would be relieved of the necessity of having to have a supervisor, and that once or twice a year for a day someone from the sales department at the home office would undoubtedly drop in and have a "chat" with him. Of course he would not have the advantage of being shown the new tricks and sales tools developed and tested each year, but then he would at least be happy, alone, and his own boss.

### He *Wanted* a Boss!

To end the story, the salesman was sent out to his new territory a bit crestfallen and not at all sure that he wanted to be his own boss. In fact he *wanted* a boss very badly; he remembered that George Smith had helped him open a lot of profitable accounts and had really not been in there to drive him but to help him. Within a week he began writing in to this office almost pleading that his first reactions be ignored and forgotten and that we give him George Smith as his supervisor. Thus, without having had to force an issue, a little play acting and a better understanding avoided a possible source of friction for a good many years. In many ways the case is typical.

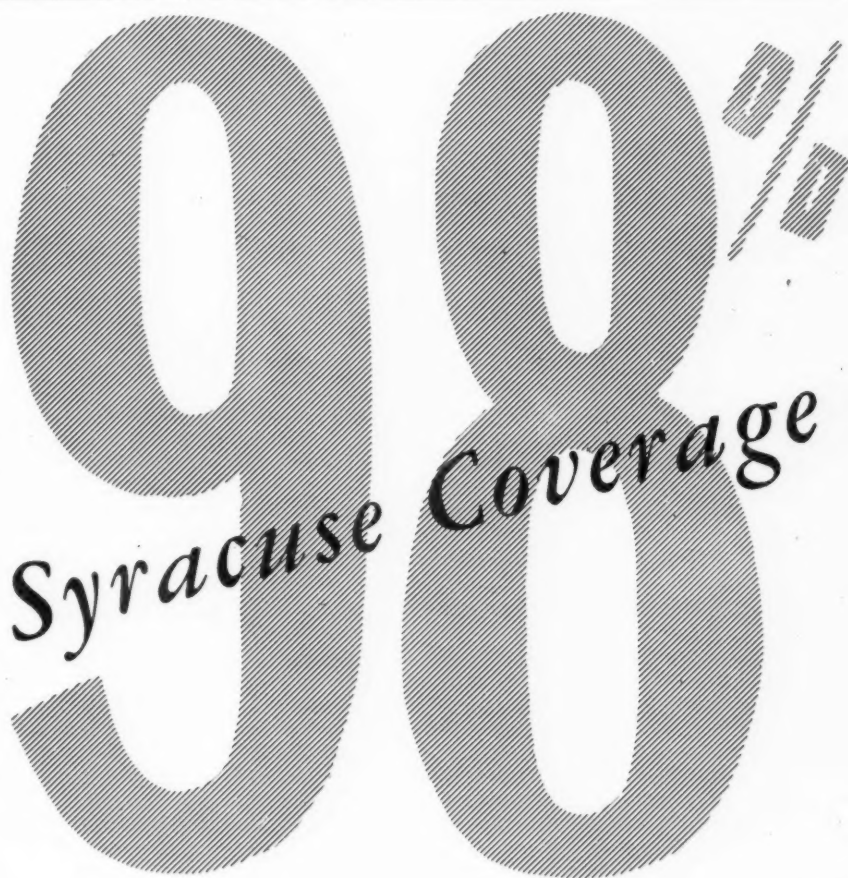
The "flow idea" of supervision, as we use it, gives to both the salesman and his supervisor a clear understanding that both are merely channels through which merchandising ideas flow on to their final destination—the customer. Both understand that if *either* blocks the channel, therefore, they immediately (and they see this easily) make it necessary for the sales manager to by-pass them and find another channel to the customer. If the supervisor blocks an idea, the sales manager must eventually go around him to the salesman. The supervisor does not find it difficult to understand that in doing this he is creating a double expense, and that the company cannot pay *twice* for the job. He complies, because he understands that as an artery or channel he dries up and becomes useless unless he pumps ideas on in their original form.

Each man in our organization has been made to understand that the job of his direct supervisor is not merely to deliver a new sales tool or technique to him—but to *sell* it both verbally and by actual demonstration out on the street.

Each salesman by the thorough understanding of this new conception of supervision is made to realize that if he, by word or by attitude, shows his supervisor that he thinks he doesn't need him, he is in effect telling the home office that he doesn't need it either! With this understanding has

gone the clashing of personalities and pride; and gone with it, too, is the feeling that there is any competition between the salesman and his supervisor in the matter of sales ability. Instead, the salesman realizes that his company is spending hard cash in salaries and travel to bring to him at frequent intervals ideas, products, and sales tools that add up to extra commissions.

And the director *too* sees why a \$5,000 a year man needs a "boss." The boss is dead, long live the supervisor!



The greatest city coverage of any newspaper in the U.S....completely dominating the best market in the richest state in the union.

*Sells Central New York at One Low Cost*

THE SYRACUSE

**HERALD-JOURNAL**

ASK YOUR PAUL BLOCK REPRESENTATIVE

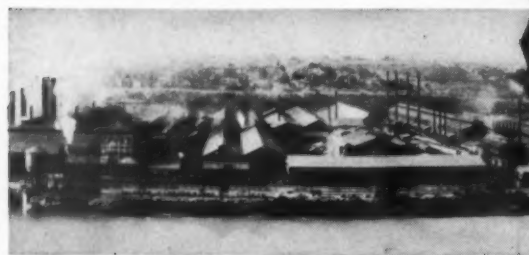
From the **184** Suburbs of Pittsburgh Come

# STEEL FOR DEFENSE

## AND SALES FOR YOU



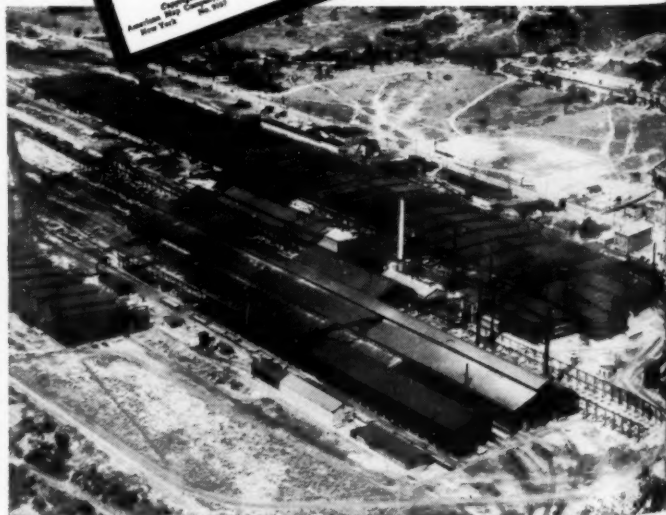
**1 JONES & LAUGHLIN—ALIQUIPPA**  
22 Miles from the Golden Triangle—12,300 Production Employees Earn \$500,000 Per Week.



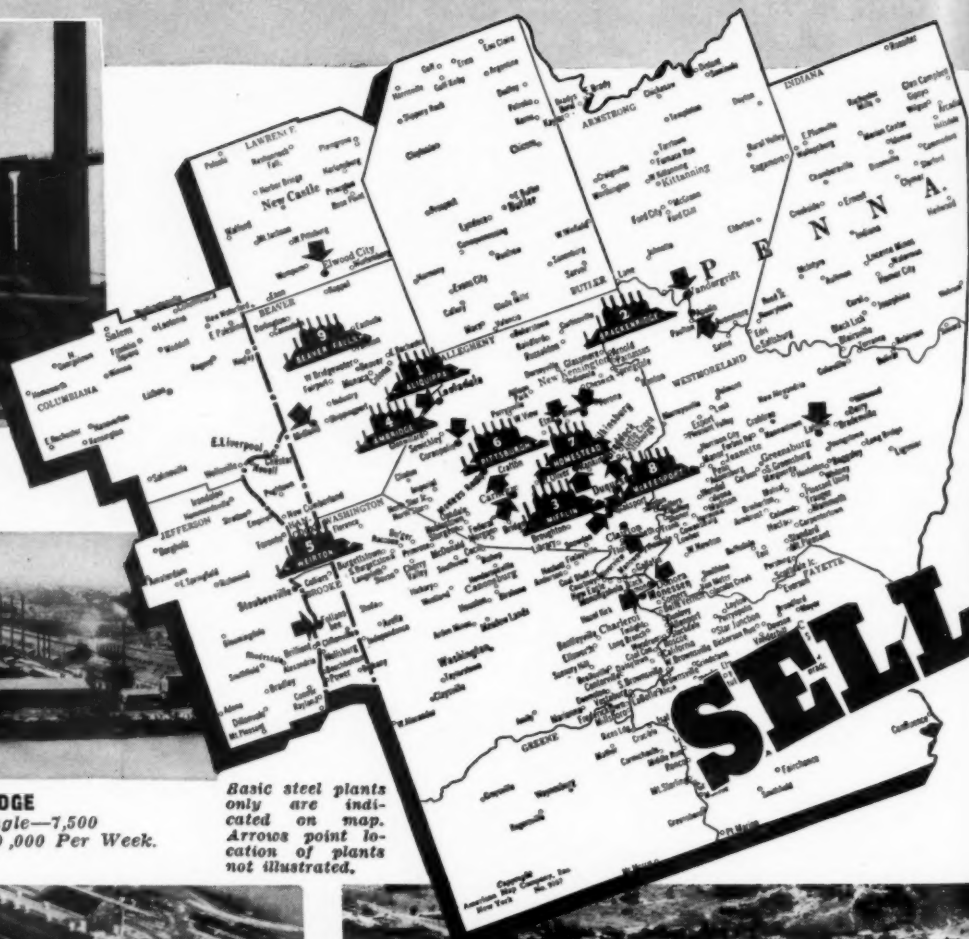
**2 ALLEGHENY LUDLUM—BRACKENRIDGE**  
24 Miles from the Golden Triangle—7,500 Production Employees Earn \$300,000 Per Week.



**3 CARNEGIE-ILLINOIS—IRVIN WORKS—MIFFLIN TOWNSHIP**  
12 Miles from the Golden Triangle—4,000 Production Employees Earn \$155,000 Per Week.



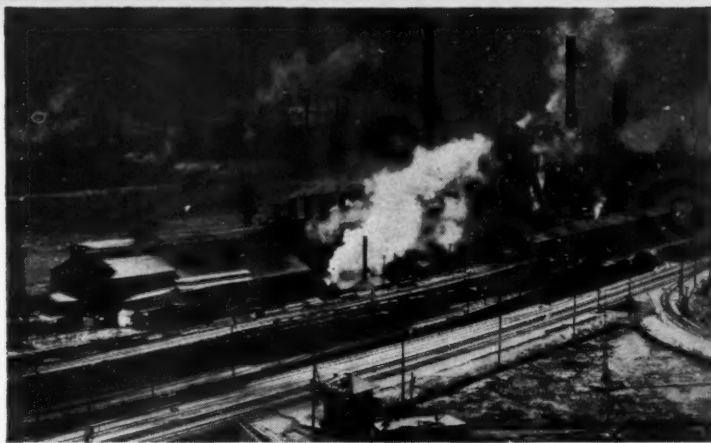
**4 NATIONAL SUPPLY CO.—SPANG CHALFANT DIV.—AMBRIDGE**  
18 Miles from the Golden Triangle—2,000 Production Employees Earn \$100,000 Per Week.



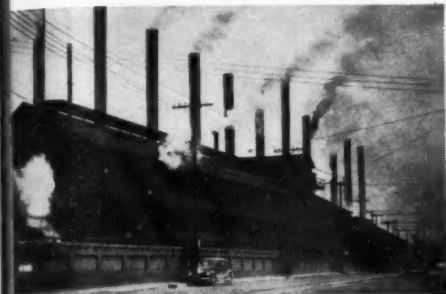
Basic steel plants only are indicated on map. Arrows point location of plants not illustrated.



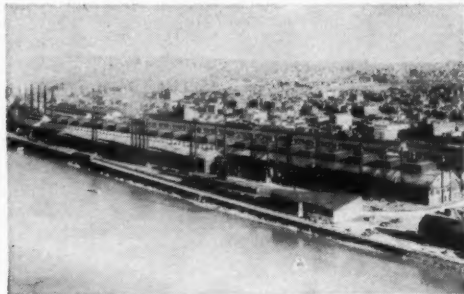
**5 WEIRTON STEEL COMPANY—WEIRTON, W. VA.**  
39 Miles from the Golden Triangle—12,000  
Employees Earn \$500,000 Per Week.



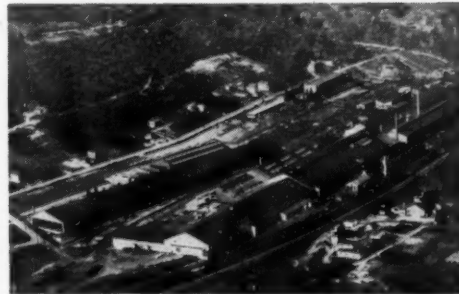
**6 JONES & LAUGHLIN—PITTSBURGH, S. S.**  
3 Miles from the Golden Triangle—12,500  
Production Employees Earn \$525,000 Per Week.



**7 CARNEGIE-ILLINOIS—HOMESTEAD**  
8 Miles from Golden Triangle—  
13,000 Production Employees Earn  
\$490,000 Per Week.



**8 NATIONAL TUBE CO.—MCKEESPORT**  
11 Miles from Golden Triangle—  
10,000 Production Employees Earn  
\$385,000 Per Week.



**9 BABCOCK & WILCOX—BEAVER FALLS**  
31 Miles from Golden Triangle—  
2,500 Production Employees Earn  
\$100,000 Per Week.

# ALL OF THIS MARKET...

**139,000 PRODUCTION EMPLOYEES IN 36 BASIC  
STEEL PLANTS EARN \$5,351,000 PER WEEK!**

What an amazing figure—and what an amazing market! Think of it! Just this ONE branch of this ONE Industry alone has a payroll of OVER FIVE MILLION DOLLARS PER WEEK!

And how these folks are spending! Just listen to these figures: New Car Registrations have zoomed 39% for the first five months of 1941—Home Appliances have soared 35%—Department Stores have increased 14%—All Stores are UP 12.5%—and even Food, the most stable commodity of all, is UP 8%!

However, unlike other metropolitan centers where manufacturing is concentrated in the central cities, 81% of these workers—81% of this payroll—is located outside of Pittsburgh out in the 184 Suburbs—out where the Big Boom is!

What do YOU hear from Pittsburgh? Are you selling the central city, but neglecting the 184 Booming Suburbs? You needn't, you know! For the Post-Gazette can send them 'round the corner in their own home towns, or bring them in to Pittsburgh to buy!

*Sell Pittsburgh, of course! The Post-Gazette can do it! But now, as never before, you'll want to sell the 184 Booming Suburbs! The Post-Gazette is the ONLY Daily Pittsburgh Newspaper which can do that, too! And at no added cost!*

## Pittsburgh Post-Gazette

ONE OF AMERICA'S GREAT MARKETS — ONE OF AMERICA'S GREAT NEWSPAPERS!

AUGUST 1, 1941

[ 53 ]

# How St. Louis Mobilized Its Industries to Win Millions in Defense Contracts

Local sources of supply . . . size of plant . . . types of machine tools and other equipment available . . . data on numbers of skilled and unskilled workers . . . experience in the production of defense materials . . . all these factors were surveyed, cataloged, and cross-indexed by a "Committee on Preparedness," with the result that St. Louis is today one of the "capitals" of defense production.

**C**ONTRACTS and sub-contracts totaling more than \$500,000,000, tying in directly with defense work, have been placed to date in the St. Louis manufacturing district. That is more in dollars, per capita, than have been placed in any other entire state between the Alleghenies and the Rockies. And orders continue to pour in. It didn't happen by chance. St. Louis has received this business for the simple reason that it acted quickly and was better prepared to show the government, and industry, what it could do.

Here is how St. Louis lifted itself by its own bootstraps and got this vast amount of business; here, too, is something of what it has meant to St. Louis and its industrial suburbs.

## One Man's Inspiration

Credit for the foresight in planning is laid in the lap of one man. That man is Arthur G. Drefs, vice-president of the McQuay-Norris Manufacturing Co., makers of piston rings. No sooner had the gigantic plans of the government become known than Mr. Drefs called upon Thomas M. Dysart, president of the St. Louis Chamber of Commerce.

Mr. Drefs said, simply and directly, that he had been closely identified with government procurement work during World War No. 1 and that he had learned at that time that business would flow swiftly and directly to those cities which could lay before the proper authorities figures, statistics and blue-prints which would show instantly what goods and materials they were qualified to produce. Mr. Dysart saw the point and went to work immediately with his staff.

A committee was formed at once with Mr. Drefs acting as chairman.

Contacts were made with army and navy officials in various branches. These were asked to outline every kind of information they needed. Taking as its name the Metropolitan Committee on Preparedness for National Defense, the group went to work. A questionnaire was issued to every manufacturing establishment in the area with the following statement of purposes:

"The information asked for in this questionnaire is for use in properly presenting to those in charge of the National Defense program the facilities available in the St. Louis Metropolitan area for supplying the requirements of the United States government. It will be used also in advising local industries regarding government requirements, and in locating contractors and sub-contractors to supply parts or materials necessary in the production of complete units. Generally, the purpose is to secure such business as can properly be handled in the St. Louis Metropolitan area.



"The information will be used only in connection with the National Defense program.

"The prompt cooperation of all manufacturers in the St. Louis area in supplying the information requested will insure the timeliness and value of our efforts. Questions refer only to *manufacturing* plants in the St. Louis area."

The St. Louis area includes not only those manufacturing suburbs contiguous to St. Louis on the Missouri side of the river, but towns and cities on the Illinois side, such as East St. Louis, Alton, Wood River, Belleville, Edwardsville, Granite City, Madison, and others.

The questionnaire began by asking the official name of the company, its corporate set-up, names of officers, the name of the individual to be contacted in the future, his 'phone number and other needed data. Then followed a number of questions about present and possible output. In the questionnaire blank spaces were left for answering all questions. Among them:

**Production Facilities, building:** If you have more than one building or plant in different parts of the area please describe each building separately. Attach any supplementary statement necessary to describe such facilities.

Floor space productively used, square feet? Floor space not now being used, square feet? One-floor or multi-story? Type of construction? Sprinklered: Yes, No? Is plant on railroad siding? Do you have vacant ground suitable for plant expansion? How much, square feet? Is your plant fenced in?

**Machinery, equipment and tools:** (Not including hand tools). Please classify and list these items, including items not now in use but which could be utilized in an emergency. If space below is insufficient, attach sheets necessary to inventory your production facilities.

**Products:** List products now being made by your company in plants in the St. Louis industrial area. Do not list items which you sell but do not make. (Use additional sheets if necessary.)

**Preparedness Facilities:** Have you been surveyed by any government agency? When? Have you been approved for the production of any products? If so, would such production use all of your present available facilities? Are there any particular defense items you feel qualified to make for which you are not now approved? If so, what are they? List any articles of defense produced in the last war, checking those which could be produced again in an emergency.

**Labor:** Number of skilled factory employees: Male, female? Number of unskilled factory employees: Male, female? Enumerate types of skilled workers and number in each class. Do you have facilities to train employees? Are your employees unionized? A.F.L.? C.I.O.? Other? Do you comply with the provisions of the Walsh-Healey act? Have you made a citizenship survey of your employees?

**Miscellaneous:** Use this space for any further information about your company that you feel might be of value to this survey, or for any comments.

Some manufacturers, not realizing the importance of the survey or hazy about its objectives, were laggard in turning in their reports. The committee, however, kept hot on their heels and in a matter of weeks a surprising amount of concealed information was dug out. The committee ended up with a detailed report on the facilities of more than 1,300 manufacturing concerns. This was indexed, cross-indexed, mimeographed and bound. It was made up into six bound volumes of some 1,200 pages.

Goods listed as being manufactured included, for example, such items as milling machines, lathes, shapers, moulded rubber, plastics, dies, polishing wheels, agitators, punches, shears, crushers, loaders, stokers, diesel engines, valve boxes, physicians' surgical and laboratory equipment, brass and aluminum castings, patterns, and so on endlessly.

Tools and equipment, in use or idle, included gear cutters, screw machines, polishers, grinders, punch and forming presses, drill presses, planers, spindle drills, trip hammers, routers, spot welders and hundreds of others. Even down to emery wheels and jig saws.

### Plan Available to Other Cities

The cross-indexing of the work was so complete that any contractor anywhere, needing a sub-contractor to help him, could almost instantly identify the plant and learn what tools, machinery or equipment was available. Government specialists, at a glance, could learn any detail needed for letting contracts in the area. This led at once to both contracts and sub-contracts.

Manufacturers wrote hundreds of letters to the St. Louis Chamber of Commerce commending that organization for the effectiveness of the job it had done and thanking it for the help rendered. Government departments and army and navy procurement officers were also free with their praise. Nor was it very long before the word got around and other cities and chambers of commerce were writing in to find out how the job was done. Realiz-

ing that it had done something very valuable to the nation, the St. Louis chamber, in spite of the fact that it had put in months of hard work and had spent a great deal of money developing the survey, has readily turned over its blanks and given advice on methods of procedure to all who have sought help. Service to the government has been put ahead of selfish motives.

A few of the outstanding contracts that have come to St. Louis, possibly not wholly because of the survey but assuredly with its help, are:

Curtiss-Wright Airplane plant, orders, \$100,000,000; St. Louis Ordnance Plant, \$88,000,000; Weldon Springs Ordnance Works, expansion, \$32,000,000; and large orders to Emerson Electric, Carter Carburetor, McQuay-Norris and many others. Steel, railroad equipment, and other items of St. Louis' diversified list of manufactures totaled many millions. There are such items as \$11,000,000 for a new cartridge company and more millions for chemical company and other expansions.

### 40,000 New Jobs!

Before the year ends it is estimated that new jobs will have been made for more than 40,000 men and women. With a shortage of labor foreseen, new vocational schools have been opened up in spite of the fact that St. Louis was, and for years has been, the home of a number of important trade schools. A recent check showed that 14,693 students were in training in these schools and that out of that enrollment 6,884 were training for strictly defense industries.

Among the schools preparing students 100% for defense work are the Atlas Aircraft Trades School, Aviation Trades Center, Inc., Brayton Flying Service, Inc., Hadley Technical School, Robertson Aircraft Corp., St. Louis Frye Aircraft Co., St. Louis School of Aeronautics, Inc., Parks Air College, Inc., Commercial School of Welding, Leonard School of Welding, David Ranken, Jr., School of Mechanical Trades, and the East Alton-Wood River community high school. Eighteen of these schools are in operation in the metropolitan area.

In saying that 40,000 new jobs would be created in the area it was pointed out to SM that these included only posts to be filled in direct contract work. How much employment will be created by sub-contracts placed in plants of the area is, at this time, beyond computation.

Many manufacturers throughout the country, never having had any contacts with the government, when



## MEN MAIL MATERIALS MUST MOVE

Air transportation saves time  
... and time is vital  
to your defense effort.  
Braniff is doing its part  
by speeding  
men, mail and materials  
between Southwestern  
defense centers ...  
from Chicago to the Gulf.

Next trip,  
make every minute count  
Southwest ... by Braniff.  
Your company,  
your customers and  
your government will profit,  
for—all costs considered—  
you'll probably find  
flying the least expensive way.



national preparedness started found themselves like babes in the wood. They didn't know how to get in touch with the proper key men and found themselves going around in circles. One of the first things the St. Louis Chamber of Commerce did was to learn where and how to make these contacts. That often saved, for individual companies, weeks of delay and confusion.

The survey brought out the fact that there were scores of industrialists in the St. Louis area who had had experience in the first World War. A committee of 90 experienced manufacturers and merchandising men was formed and these pooled their knowledge for the good of all. They dedicated their united endeavor not only to smoothing out the job of business-getting for the area but at the same time to eliminating many stumbling blocks for the government and getting the wheels to turning sooner than they would have been otherwise.

Before the survey was completed the then Governor Lloyd C. Stark, of Missouri, appointed an industrial commission to spread a like survey throughout the state. Thomas N. Dysart, president of the St. Louis Chamber of Commerce, was made chairman. The St. Louis group agreed to work with the state commission and did.

### Many Sub-Contracts Landed

The result was that there are few plants in the state, idle or active, that have not been fully surveyed; few power machines which are not known and card indexed for possible government work. Out of all that some odd developments have occurred.

One manufacturer had built up a business of making tongues for shoes. He is now turning out millions of "leather doughnuts." These are used to re-inforce lacing holes in military canvas. A manufacturer of molds for women's hats has turned to producing chin pieces for aviators' helmets.

When it became known that a shortage in machine tools was building up a "bottle-neck" that threatened the completion of many types of products, the committee at once began a search for idle machines or machines that could be turned to specialized jobs. This report resulted in segregating 465 companies that could take up this kind of work under sub-contracts. Before the job was done the report had grown to a complete volume. In this every machine was carefully indexed. Hundreds of thousands of dollars have poured into St. Louis via the sub-contract route as a direct result of this.

The permanent staff detailed by the

St. Louis Chamber of Commerce to work with the committee and shoulder the burden consists of E. W. Mentel, assistant to President Dysart; John Ring, Jr., director of its industrial bureau, and Henry G. Whiteside, di-

rector of its research bureau. These men have done a merchandising job of first order in selling the manufacturing facilities of the metropolitan area. They have secured unusual results and widespread recognition.

## Pepperell's Labels Answer More Questions Than Consumer Asks

**B**EGINNING about mid-August, four grades of Pepperell sheets will go to market labelled with highly informative "Buy-Guides," and similar labels for all other grades of sheets are in process of preparation.

This is Pepperell's initial step into informative labeling for its sheets. Information included on the Buy-Guide is said to be the most exhaustive currently offered by any sheet manufac-

turer. Data have been obtained over a six-months' period during which the Better Fabrics Testing Bureau has been making tests and tabulating results.

Buy-Guides are 3" by 9", printed on both sides on white stock, with headings and trim of blue, brown, purple or red, colors denoting different sheet grades. The colors correspond to those used on packaging for each grade.



*Pepperell Buy-Guide*

### Lady Pepperell

**SERVICE WEIGHT SHEET**

An exceptionally fine, strong and serviceable muslin sheet which, we believe, offers the utmost in combined thrift, comfort and long wear.



This Pepperell product has been tested and approved by the Better Fabrics Testing Bureau. (This is the type of label suggested by the National Consumer-Retailer Council, Inc.)

**PEPPERELL MANUFACTURING COMPANY**  
Boston, Massachusetts

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**WHAT IT IS MADE OF**  
Fibre content: 100% American cotton.

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**HOW IT IS MADE**  
Thread count (after bleaching) averages: 146 threads to the square inch—76 lengthwise, 70 crosswise.  
Weight averages 4.6 ounces to the square yard.  
Finishing materials: less than 1%.

Made from heavier and stronger threads than percale sheets, so that fewer threads to the square inch are needed to make a close-woven, fine-appearing surface. More threads are used than in light-weight muslin sheets to provide extra strength and wearability.  
3/8-inch Tapered Tape selvage is tightly woven to offer extra protection against cracking and tearing.  
Hems are stitched with small stitches, and the ends firmly caught.  
Telltale Tab, in corner of sheet, makes it easy to tell the size without removing sheet from shelf.  
Inspected 28 times during manufacture. Samples are tested weekly to check quality maintenance.


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**WHAT SERVICE IT WILL GIVE**  
Breaking strength: Sheet fabric will withstand a pull of 82 pounds lengthwise, 77 pounds crosswise. (Average figures.)  
Shrinkage tests made on the rotary ironer basis show approximately 5% lengthwise and none crosswise.

This type of sheet is generally considered the most serviceable, longest-wearing sheet that can be bought, regardless of price. It has been tested in 200 regular commercial launderings—equivalent to about eight years' washing in the average home where sheets are washed every two weeks.  
Because of its relatively heavier weight, the sheet has less tendency to wrinkle.

Copyright 1941 Pepperell Manufacturing Company

(OVER)



*Pepperell Buy-Guide*

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**HOW TO CARE FOR IT**  
—to make it last longer

Put clean sheets at the bottom of the pile in your linen closet so that all your sheets get equal wear.  
Vary the folding of your sheets. If you fold them always in the same place, they are likely to crack along the folds.  
Don't use too hot an iron or too much pressure when ironing the folds of a sheet.  
Washing instructions: Sheets require no special care in laundering—they are about the simplest of all cotton goods to wash. But here are just a few words of caution: Do not wash white sheets in the same water with colored fabrics and (this is most important!) be sure you rinse them thoroughly to remove all soap. Avoid using strong bleaching agents.

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**HOW TO PICK THE RIGHT SIZE**

For cots or narrow daybeds not over 30 inches wide  
Torn sizes: 54" x 90" or 54" x 108"

For single beds not over 36 inches wide  
Torn sizes: 63" x 90" or 63" x 108"

For twin beds from 36 to 48 inches wide  
Torn sizes: 72" x 90" or 72" x 108"

For three-quarter beds from 48 to 57 inches wide  
Torn sizes: 72" x 90" or 72" x 108" or 81" x 108"

For double beds from 57 to 66 inches wide  
Torn sizes: 81" x 108" or 90" x 108"

It is best to buy all your sheets in the 108" length to allow a good tuck-in at the foot and a long turn-back to protect your blankets.

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**WHAT SIZE FOR PILLOWCASES**

Pillowcase sizes are given with the first number indicating the distance around the width of the pillow. The second number shows the length. Therefore, a 45 x 36 case would be 45 inches around and 36 inches long before hemming. With a 3-inch hem the finished length would be about 32 inches. Buy your pillowcases to a size approximately 1 1/4 inches more around and 6 inches longer than your pillow.

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**SIGNS OF A GOOD SHEET**

1. Small stitches are characteristic of a good sheet and denote fine workmanship. Make sure the stitches are caught firmly at both ends of the hem.
2. Only careful hand-tearing insures straight hems after laundering. Be sure the label is marked "torn size."
3. A sheet should not be stiff and "boardy." This is an indication of excessive starch.
4. The selvage should be closely woven, almost like a tape, and free from wrinkles at the edges.

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**HOW MANY SHEETS?**

The average household should have at least six sheets for each bed in the house. It works like this—two on the bed, two in the laundry, and two on the chest shelf for an emergency.  
Don't wait until all your sheets wear out before you buy new ones. The best way is to buy a pair of sheets every year for each bed in the house... it saves the larger initial expense of buying in an entire new supply all at once.

**PEPPERELL MANUFACTURING COMPANY**  
Boston, Massachusetts

(OVER)

Front and back of a typical Pepperell Buy-Guide.

SALES MANAGEMENT

Each label carries the name of the particular grade of sheet, name of testing bureau and the following grade data: What it is made of — fiber content and type of cotton used; how it is made—thread count, weight and finishing materials used, type of hem and other facts about manufacture; what service it will give—breaking strength, shrinkage tests, etc. Reverse side of the guide contains general information to show the consumer how to buy and care for sheets and pillow cases.

Labels will be inserted in packages or, where sheets are not packaged, placed in a fold of the sheet.

The Buy-Guide will be advertised in *Daily News Record*, *Dry Goods Journal* and *Linens & Domestics*, according to F. L. Cheever, Jr., advertising and sales promotion manager, who also states that test results and labels will be featured in the future in consumer advertising.

With this labeling program, Pepperell is going with the tide of consumer demand for reliable product information, is providing the trade with facts which may be expected to increase sales, and is furnishing salespeople with highly effective and easily presented sales data. It is a way, says Pepperell, of revealing "hidden data so that retailer and consumer can, on a sound basis, choose the merchandise which offers them the best buy for the amount they wish to spend."

## Distributive Education Under George-Deen Act

*Continued from page 32)*

which summarizes new developments, lists new materials (such as course outlines) which are available, calls attention to books, films, reports, and manufacturers' and trade association sales promotion materials that might be helpful in specific courses.

Among hundreds of such aids listed, for example, are: Films and information on linoleum, Armstrong Cork Co.; merchandise information and manuals, Eastman Kodak Co.; sales training manual, J. Wiss & Sons; sales manual on gas and oil, Socony Vacuum Oil Co.; consumer studies, General Motors Corp.

Acceptance of the distributive program is broadening rapidly, especially among retailers. In many cities the high schools could not fill the demand for cooperative students.

Cleveland and Toledo will both expand their co-op programs to additional high schools this Fall. Hamilton, Ohio, merchants will take 60 students this year. Canton has 61 high

school juniors already placed for the coming term.

Meanwhile manufacturers everywhere, as they learn more about the courses being conducted under the George-Deen Act, are beginning to offer more and more help in the form of work materials, such as manuals, sales literature, samples, and films, and more collaboration in making experienced executives from their own staffs available for lectures.

Subsequent articles in SALES MAN-

AGEMENT will report on the progress of distributive education, and from time to time will offer suggestions to subscribers concerning practical methods for collaborating with those in charge of the program.

U. S. Office of Education, Washington, D. C., has available a bulletin (No. 211) on "Distributive Education, Organization and Administration," which outlines the provisions, the objectives and the administration of the act. Price 10 cents.



## AT THE HALF!

Magazine lineage records for the first six months have been published in the advertising journals. These records show Popular Mechanics, at the half, far ahead of other magazines appealing to mechanically-minded men.

### First in Total Linage for the first half of 1941.

Popular Mechanics.....	107,534
Magazine No. 2.....	81,972
Magazine No. 3.....	48,138
Popular Mechanics led magazine No. 2 by 31.2% and magazine No. 3 by 123.3%.	

### First in Display Advertisers.

Popular Mechanics.....	490
Magazine No. 2.....	393
Magazine No. 3.....	209
Popular Mechanics led magazine No. 2 by 24.7% and magazine No. 3 by 134.4%.	

### First in Total Display Insertions.

Popular Mechanics.....	1824
Magazine No. 2.....	1412
Magazine No. 3.....	793
Popular Mechanics led magazine No. 2 by 29.2% and magazine No. 3 by 130%.	

### First in Exclusive Display Accounts.

Popular Mechanics.....	158
Magazine No. 2.....	63
Magazine No. 3.....	31
Popular Mechanics led magazine No. 2 by 150.8% and magazine No. 3 by 409.7%.	

### First in Classified Advertising.

Popular Mechanics.....	5306
Magazine No. 2.....	3042
Magazine No. 3.....	2101
Popular Mechanics led magazine No. 2 by 74.4% and magazine No. 3 by 152.5%.	

This five point domination of the field by Popular Mechanics must be due to the results obtained by advertisers.

When you plan advertising for any goods men buy or have a hand in buying—for the fall and winter of 1941-42—use adequate space in Popular Mechanics, the 25-Cent magazine—first in the mechanical field in lineage, in advertisers, in insertions, in exclusive accounts, in classified.

**POPULAR MECHANICS**  
*Magazine*

200 East Ontario St., Chicago • New York • Detroit • Columbus



*"Fellow workers: Forget what I said yesterday. Step on it!  
I command you in the name of the Soviet Union!"*



## Millions in Sales Now Made Thru Budget Coupon Credit Books

Credit managers who deal with large numbers of persons whose credit is wobbly find the coupon book system particularly valuable. It cuts both credit losses and bookkeeping costs.

**S**OMETHING that appears to have been new in credit merchandising, at least in its application, was developed in 1934. It was tested out in department stores with small publicity and little fanfare for the next year or two. Then, along in 1937, it got under way. It's now big business. One Chicago department store sold goods totaling more than \$1,000,000 under the plan in 1940; another approximately \$625,000. The system is called the "Budget Coupon Book System of Credit Control." The idea is very simple.

When a person applies for credit he is sold, on credit, a coupon book that has a cash-in value of \$5, \$10,

\$25 or \$50. That means a single entry on the books of the house. It means that he may buy, in the store, at any time, anything he wishes until the coupons are gone. There are no further entries on the books, as is the case with an open account, and so a vast amount of bookkeeping is done away with. More, it means that the credit manager has his finger on the buyer's credit at all times.

One of the evils of the open account method has always been that too many persons, given an open account, would buy over their heads, pay something on account now and then, buy more, pay up a little, and finally end up as a write-off. Users of the coupon

book plan do not discourage the open account to customers with excellent credit. It's not employed as a substitute for the open account. Rather, it is used for borderline accounts, in the main, where credits must be strictly limited. Users say it saves them headaches and numerous losses.

With variations the plan is also being used by many mine operators and lumber manufacturers in their commissary stores, by oil companies which operate chains of gasoline stations, by golf and country clubs, and others. Two large mail order houses which together operate more than 600 retail stores throughout the country have been employing them.

Many large organizations which have thousands of employees use two distinct types of books; one for the public and the other for employees. Employees, who may be allowed discounts in buying, use the coupons just as they would cash and are given the discount at the time of each purchase. All coupons, as they come in, are handled like cash and counted as cash at the end of the day.

### Many Technical Safeguards

Perhaps a half dozen important-printing houses now manufacture these coupon books. So far there has been no known instance of counterfeiting the books issued by these highly specialized printers. Rand McNally & Co., of Chicago, one of the largest producers, explained the methods of manufacture to a reporter for SM. Each coupon book carries a serial number and each coupon from that book is imprinted with the same serial number. Printing is done on safety paper, for the user's protection, this special paper being obtainable only by the printing house.

As a further protection the coupons are not redeemable if detached from the book, and the books are not transferrable. For this reason they can be used only by the person to whom the book was issued or by members of his family. Bound in each book is a perforated page, bearing the terms under which payment for the book is to be made, and this is signed by the buyer and retained by the store or company. The customer also signs his name, for identification purposes, on a space provided on the cover.

Under this system of credits there are no end-of-month bills to present and consequently no complaints from customers about items charged, either rightly or in error, which they do not believe they have bought; no surprises for the customer who "didn't know he had bought so much"; no chance for credit to be extended beyond the exact penny arranged for in

advance. This puts a brake on that vast cross-section of humanity who are so likely to "go in over their heads" if they have open accounts.

The Chicago department store organization, operating a chain of stores which sold \$1,000,000 worth of goods under the plan last year, has ordered \$2,000,000 worth of the coupon books for delivery in 1941. Recently an executive said that 5% of its current business was being done with these books. When Macy's, of New York, which has always sold for cash only, not long ago decided to try out a limited credit plan, it put in these coupon books.

A large percentage of the stores using the coupon books figure a small carrying charge into the price of the books when they are sold. Usually this is approximately 6%. That works as an interest charge and also as a measure of insurance against losses due to the inevitable failure of some to pay in full for the books. However, users say, coupon book buyers have proved better than ordinary credit risks.

#### Promotes Soft Goods "on Time"

Under the plan, goods are never reclaimed. Instead, when the book is bought, a contract is signed and in case of failure to pay the store can sue on the contract. As it is an open-and-shut contract the verdict in such a case is obvious. Inasmuch as a down payment is usually required at the time the book is purchased, the loss, at most, can be only partial.

Numerous organizations which have practiced installment selling, limiting the use of the installment plan to so-called "hard goods" only, have found that the coupons spread their credits to soft goods. Foods and materials that quickly wear out or are otherwise soon consumed have always been considered poor installment risks. Under the coupon book method the "book" is purchased and so it becomes a tangible in the mind of the buyer.

To present the only leaks or abuses in use of the books have occurred when stores have employed small printers who did not understand the safeguards it is necessary to employ.

Professional counterfeiters, it is pointed out, go after cash rather than the paltry purchase of goods. Also, the set-up for a counterfeiting job would be a costly one and the counterfeits, owing to the safeguards set up, would be surely detected in the first day or two.

Recently the plan has been successfully extended to many specialty dress shops and similar small houses. These, very often, have no regular bookkeep-

ing departments and seldom a qualified credit department. Selling a book of coupons on credit requires only the simplest form of bookkeeping. Also the coupon books have been used as gift books in lieu of gift certificates and in this case they are sold for cash.

Industrial stores, which broadly means stores maintained by mines, mill, lumber operations, etc., commonly in isolated districts—often in the past users of the frowned-upon scrip which has been the brunt of criticism and sometimes adverse legislation—have found the coupon books a welcome substitute because state and

federal administrators find no fault with their proper use.

In recent months numerous old and established merchandising houses have advertised the coupon books much as they might advertise any other goods they sell, pointing out that it is for the "service and convenience" of the customer. They say that the books build new business. It seems to be a psychological fact that a person with cashable coupons in his pocket will spend them a little more freely than he would good folding money. In that it tends to loosen the buyer up and broaden sales.

## We're Spending Millions For Defense, Too!

**"We" are the 109,833 folks who comprise Metropolitan Winston-Salem. Each and every one of us live within fifteen minutes of downtown Winston-Salem.**

**A large number of us own our own homes — drive up-to-date automobiles, own radios, etc.**

**We're ACTIVE folks, gainfully employed in Winston-Salem's industries or in agriculture. We're well able to buy the things we want . . . necessities and luxuries alike.**

**And, in Winston-Salem, we're spending millions for defense . . . of our living standards. We're a highly responsive audience for you, Mr. Advertiser! How well we respond will be described for you by the**

## JOURNAL and SENTINEL

*in Winston-Salem, North Carolina*

**National Representatives: KELLY-SMITH COMPANY**

**NBC — Radio Station WSJS — NBC**



When favorable tailwinds of the upper air levels are strong — cruising speed is automatically increased.

HOLYOKE'S business tailwinds have increased far beyond any optimistic dreams, — a Utopia for seasoned selling Pilots!

For example, Holyoke industrial payrolls for week of July 9th reached **an all time high of \$457,398.39**. Westover Field Air Base payroll, made up locally reached a new **all time high of \$82,738.19** for June. Cruising speeds of other payrolls have been automatically increased by such favorable tailwinds.

Send your sales "flying in this stratosphere." Take advantage of our charted course. All's clear ahead!



HOLYOKE is New England's most consistent record making High-Spot market. Holyoke merchants cheerfully cooperate by pushing advertised products in the

**HOLYOKE  
TRANSCRIPT  
TELEGRAM**  
HOLYOKE, MASS.

CIRCULATION OVER 20,000

# Sales Management High-Spot Cities

Every month SALES MANAGEMENT in an activity index, charts the business progress of 207 large cities. The ones shown in the following columns are those where, in the calendar month following, retail and industrial sales should show the greatest increases. Two index figures are given. The first measures the city's expected change in dollar volume of business as compared with the same month last year, while the second one relates that

city change to the expected national change.

Sales and advertising executives need to know that business next month in City A has an index of 105 or an expected gain of 5%—but they need to know more than that. If a campaign in City A brings an increase of 5% when the nation as a whole is up 9%, it means that City A is *below* par (if the national over-all increase is considered as par).

Suggested uses for this index: (a) A guide for your branch and district managers. (b) Revising sales quotas. (c) Special advertising and promotion drives in spot cities. (d) Basis of letters for stimulating salesmen and forestalling their alibis. (e) Checking actual performance against potentials.

*As a special service this magazine will mail, ten days in advance of publication, a mimeographed list giving the forward ratings of all 207 cities. The price is \$1.00 a year.*

## Preferred Cities-of-the-Month

The following cities are ones where the expected Business Activity change—for September vs. same period last year—should be a gain of 25% or more. The city's dollar volume of business in September last year equals 100. So widespread is the upturn in business that 202 cities, out of the 207 which SALES MANAGEMENT studies each month, clearly point to a September business which should exceed '40's.

San Diego .....	168	Mobile .....	133
Macon .....	157	Cleveland .....	133
Spartanburg .....	155	Dayton .....	131
Warren .....	152	Tacoma .....	131
Charlotte .....	146	Elmira .....	131
Portsmouth, Va. ....	145	Jacksonville .....	131
Columbus, Ga. ....	145	New Bedford .....	131
Louisville .....	141	Hartford .....	131
Rockford .....	141	Jackson, Mich. ....	131
Norfolk .....	139	Philadelphia .....	131
Honolulu .....	137	Seattle .....	130
Wichita .....	137	Greenville .....	130
Columbia, S. C. ....	136	Hamilton .....	130
Canton .....	136	East St. Louis .....	130
El Paso .....	136	Little Rock .....	130
Charleston, S. C. ....	136	Providence .....	129
Augusta .....	135	Asheville .....	129
Battle Creek .....	135	Fall River .....	129
Akron .....	134	Worcester .....	128
Memphis .....	134	Pittsburgh .....	128
Detroit .....	134	Oakland .....	128
Passaic .....	134	Williamsport .....	128
Waterbury .....	134	Hammond .....	128
Ogden .....	134	Sheboygan .....	128
Newport News .....	134	Raleigh .....	127
Youngstown .....	133	Gary .....	127
Erie .....	133		

SALES MANAGEMENT

# A Pretty Package for Any Advertiser



## Detroit, America's Most Prosperous Market, Is All Wrapped Up for You--At a Bargain Price!

Detroit's a mighty pretty package for any one who wants to sell goods today—there's not another market package like it in the country!

Fat industrial payrolls are at an *all-time high*! Defense contracts already signed will keep 300,000 men busy for a solid year! Factory employment is near the highest figure in history! Banking, building, car and truck deliveries, and most other indices point to new record peaks.

Detroit area population approaches 2,200,000! Which means big money to spend for months to come—an unsurpassed opportunity for you to sell goods easily and economically.

Yes, *economically*! The Detroit News alone reaches 63.8% of all Detroit city zone homes taking any newspaper regularly. 42.7% of them take no other newspaper. *You can cover Detroit with The News alone . . . but you can't cover Detroit without it.*

NET PAID CIRCULATION FOR 6 MONTHS ENDING MARCH 31, 1941

WEEK-DAYS, 359,053      SUNDAYS, 435,787

## The Detroit News

THE HOME NEWSPAPER

New York: I. A. KLEIN, Inc.

Chicago: J. E. LUTZ

# From the

## PERSONALITY...

EVERY newspaper has a personality. It is this that people really buy when they put down their pennies and pick up the folded sheets of newsprint. It is the sum total, the mass effect of column upon column of printed material on the minds of readers. They become accustomed to it, they like it, they want it, they buy it.

In the Chicago Tribune, this imponderable finds full expression on the editorial page. Tribune editorials say what the Tribune is, catch and transmit its vigor, its flavor, its outlook. Trenchant, far-sighted, brilliantly written, they start many fights and usually come out on top. More than that, they are a rudder for public opinion in Chicago.

This editorial page, like this newspaper, is alive. It is active. It is varied as life in mood and tone. To the student of journalism, to the space buyer and the advertising man, it is important as the outward sign of the inward spirit which causes people to buy more than 1,000,000 copies of the Tribune every day of the week.

## Finis to Fireworks

In Illinois the last remaining obstacle standing in the way of a "Sane Fourth of July" has finally been removed. On July 1, Governor Green signed the anti-fireworks bill which, effective next January 1, forbids the sale and use of fireworks in Illinois save at supervised demonstrations.

In the victory thus achieved is written the final chapter of the 42-year campaign launched by the Chicago Tribune in 1899. Derided at first, scoffed at as being unpatriotic, the Tribune stuck to its guns. For a few years it was practically a voice in the wilderness, but as its efforts began to bear fruit, newspapers throughout the country joined in the crusade. Gradually the toll of killed and maimed taken in the celebration of Independence Day began to wane until



More than 80,000 persons gathered on Sunday, July 13, at Soldiers' Field, Chicago, to see the fourth annual Police and Fire Thrill Show sponsored by the Chicago Police and Fire departments, the Chicago Park district, and the Chicago Tribune. Pictured above are the massed performers and apparatus used in demonstrating the latest crime and fire fighting methods. The success of this and many other events sponsored annually by the Tribune is a product of the same editorial enterprise which has built for this newspaper a circulation of more than 1,000,000 every day of the week.



Few stories are read with greater relish than are the accounts of royal visits, murders, informal outdoor concerts, filibusters, political campaigns, and practically everything else that's newsworthy, as reported by Marcia Winn, crack Chicago Tribune news reporter, and one of the members of the great staff of women writers who have helped to win for the Tribune Chicago's largest constant audience of women.

in recent years it has reached minimum figures.

The successful culmination of this drive is typical of the steadfast devotion with which the Tribune advances the interests of the community—a factor which makes the Tribune Chicago's first newspaper and most productive advertising medium.



"Products advertised in the CHICAGO TRIBUNE mean extra profits."

JOSEPH B. QUINN  
Chicago Druggist

"In my experience, the items which make money are those which are kept before the people thru the medium of the newspaper," says Joseph B. Quinn, Chicago druggist. "And it's the items advertised in the Chicago Tribune which by reason of

Personality... Replies at low cost...  
Crime and fire fighters... Sales managers' medium... Victory... Reporter...  
Extra profits for druggists...  
Circulation

# TOWER

their rapid turnover make extra profits."

In the Grand Crossing district, where the Quinn store is located, there are 21,874 families. Tribune circulation in this district is 18,236 on weekdays, and 18,203 on Sundays. This is typical of the selling influence of the Tribune which penetrates deeply into every Chicago neighborhood and suburb. Mr. Quinn's comment on the productivity of Tribune advertising reflects the attitude of Chicago druggists as a group.

The  
Sales  
Managers'  
Medium



"Our sales force in Chicago and the salesmen and executives of our wholesale distributors constantly refer to the merchandising value of the Chicago Tribune campaigns. It is quite clear that retailers too appreciate the special force of an advertising campaign which appears in the very medium that they themselves use." So says Arto Funduklian, sales promotion manager, A. & M. Karagheusian, Inc., makers of Gulistan rugs, which since 1929 have been promoted in the Chicago market with \$400,000.00 worth of advertising concentrated in the Roto Picture section of the Chicago Sunday Tribune.

## COST PER REPLY

For twenty-five years The Pines at Sturgeon Bay, Wis., has used advertising in the Chicago Tribune's resorts and travel pages to build patronage.

"The Tribune has been low in cost per reply for all these years," wrote N. A. Haines, proprietor of The Pines, in a recent letter. "The 1940 figures are as follows":

Newspaper	Replies	Cost Per Reply
Chicago paper A	6	\$7.70
Nebraska paper	1	5.32
Chicago paper B	29	1.86
Missouri paper A	19	1.84
Missouri paper B	19	1.46
Missouri paper C	21	1.30
Chicago paper C	57	1.07
Wisconsin paper	72	0.947
CHICAGO TRIBUNE	221	0.785

## CHICAGO TRIBUNE CIRCULATION

During June, 1941 was in excess of  
**1,000,000** EVERY DAY OF THE WEEK